

LUDLOW TOWN COUNCIL A G E N D A

To: All Members of the Council, Unitary Councillors, Press

Contact: Gina Wilding

Ludlow Town Council, The Guildhall,

Mill Street, Ludlow, SY8 1AZ

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townclerk@ludlow.gov.uk

Despatch date: 26th November 2025

COUNCIL

You are summoned to attend the meeting of Ludlow Town Council to be held
at The Guildhall, Mill Street, Ludlow, on
Monday 1st December 2025 at 7.00pm

Gina Wilding

Gina Wilding
Town Clerk

Key Agenda Items:

- Budget 2026 / 27
- Communications Strategy
- Projects
- Project Support Grant Applications

The public may speak at this meeting

Public Open Session (15 minutes) – Members of the public are invited to make representations to the Council on any matters relating to the work of the Council or to raise any issues of concern.



1. WELCOME FROM THE MAYOR AND HEALTH & SAFETY INFORMATION

Councillors and members of the public are to note that the fire exits can be found to the rear of the building and via the front door. The fire assembly point is on the pavement opposite the Guildhall. For fire safety purposes all Councillors should sign the attendance book and members of the public should sign the attendance sheet.

2. RECORDING OF MEETINGS – Under the Openness of Local Government Regulations 2014, recording and broadcasting including blogging, tweeting and other social media is permitted during public session of Council meetings.

The act of recording and broadcasting must not interfere with the meeting.

The Council understands that some members of the public may not wish to be recorded and asks that they make this known immediately.

3. MEETING PROTOCOL

Members are reminded of the vital importance of mutual respect, professionalism, and full adherence to the Council's Code of Conduct, Standing Orders, and Meeting Protocol.

Councillors and officers have distinct yet complementary roles and work collaboratively in the best interests of the community. Councillors are responsible for setting policy and representing the public, while officers provide impartial advice and are tasked with implementing Council decisions.

During meetings, Members must conduct themselves with decorum, follow the established rules of debate, and respect the authority of the Chair.

Disruptive behaviour, undue pressure on officers, or prioritising personal interests above Council objectives undermines good governance and is contrary to the standards of conduct expected in Council proceedings.

Maintaining integrity, accountability, and a respectful environment is essential to ensuring effective and transparent decision-making.

4. APOLOGIES

To receive Councillor's apologies.

5. DECLARATIONS OF INTEREST

To receive declarations of interests for:

- a) Disclosable Pecuniary Interest
- b) Declaration of Conflicts of Interest
- c) Declarations of Personal Interest

Members are reminded that they must not participate in the discussion or voting on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate. (Disclosable Pecuniary Interests) Regulations 2012 (SI 2012/1464)



6. **PUBLIC OPEN SESSION (15 MINUTES)** – Members of the public are invited to make representations to the Council on any matters relating to the work of the Council or to raise any issues of concern. Public Bodies (admissions to meetings) Act 1960 s 1 extended by the LG Act 972 s 100.
7. **LUDLOW POLICE UPDATE**
To receive an update from the Safer Neighbourhood Team.
8. **LUDLOW'S UNITARY COUNCILLORS SESSION**
Ludlow's Unitary Councillors are invited to provide updates on Unitary Council matters related to Ludlow.
9. **SHROPSHIRE COUNCIL FINANCIAL CRISIS / DEVOLUTION OF SERVICES**
To receive a presentation from Alex Wagner, Deputy Leader of Shropshire Council.
10. **SHROPSHIRE GOOD FOOD PARTNERSHIP**
 - a) To receive a presentation from Katy Anderson and Daphne Du Cros, Shropshire Good Food Partnership.
 - b) To approve participation by Ludlow councillors in the food resilience blueprinting session in January 2026. **10**
 - c) To consider supporting the community food resilience lab initiative.
11. **MINUTES**
To approve the open and closed session minutes of **Council** on 20th October 2025 as a correct record of the meetings (LGA 1972 Sch 12 para 41(1)).
12. **ITEMS TO ACTION**
To note the items to action from 20th October 2025.

ITEM	Attachment
13. <u>BUDGET TASK & FINISH GROUP UPDATE</u> To consider a report with recommendations from the Budget Task and Finish group.	13
14. <u>COMMUNICATIONS TASK & FINISH GROUP</u> To consider a report with recommendations from the Communications Task & Finish Group.	14
15. <u>PROJECTS</u> a) To receive an updated Projects Action List. b) To review the previous priority projects and set the priority projects for January – March 2026.	15
16. <u>COMMITTEE MEETING CALENDAR</u> To approve changing the date of the Staffing Committee meeting from 17 th December 2025 to 10 th December 2025.	No papers
17. <u>COMMITTEE MEMBERSHIP</u> To note committee and Task & Finish Group membership.	17

18.	<u>PROJECT SUPPORT GRANT APPLICATIONS</u>	
a)	To consider the application for project support funding from Ludlow Piano Festival.	18a
b)	To reconsider the application for project support funding from Hope House Hospice.	18b
19.	<u>WHEELER ROAD RECREATION AREA</u>	
	To note the positive conditional response received from the covenant holder, and that the matter is being considered by Services Committee.	19
20.	<u>MAYOR'S SUNDAY</u>	
	To approve the Mayor's Sunday service taking place on 28 th June 2026.	20
21.	<u>COUNCILLOR DISPENSATION</u>	
	To approve a dispensation for Councillor Waite to participate and vote on all matters relating to the devolution of powers to, and / or delivery of Shropshire Council services by Ludlow Town Council.	21
22.	<u>SCAFFOLDING</u>	
	To consider the assessment by Longmynd Consultants Ltd of the scaffolding surrounding the electric sub-station and to decide a course of action.	22
23.	<u>COMMITTEE RECOMMENDATIONS</u>	
	To approve recommendations from:	
a)	Policy & Finance Committee on 24 th November 2025.	23a
24.	<u>COMMITTEE MINUTES</u>	
	To receive the minutes of:	
a)	Services Committee on 3 rd September 2025 and 15 th October 2025.	24a
b)	Representational Committee on 7 th October 2025 and 4 th November 2025.	24b
c)	Staffing Committee on 10 th October 2025.	24c
d)	Policy & Finance Committee on 13 th October 2025.	24d
25.	<u>EXCLUSION OF PRESS AND PUBLIC: PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960</u>	
	The Chairman will move that the public be excluded from the meeting for the following item(s) of business pursuant to section 1 of the Public Bodies (Admission to Meetings) Act 1960, on the grounds that publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted.	No papers
26.	<u>CHURCHYARD WALLS TASK & FINISH GROUP</u>	
a)	To approve the revised Terms of Reference for the Churchyard Walls Task & Finish Group.	26a
b)	To consider recommendations from the Task and Finish group.	26b



M e m b e r s h i p

Councillors Lyle (Town Mayor), Addis, Childs, Cowell (Deputy Mayor), Gill, Ginger, Harris, Hepworth, Maxwell-Muller, Owen, Parry, Scott-Bell, Tapley, Taylor and Waite.

The date of the next Council meeting is 19th January 2026

Item 10.

SHROPSHIRE GOOD FOOD PARTNERSHIP

Helen Jones

From: Daphne Du Cros <daphne@shropshiregoodfood.org>
Sent: 08 November 2025 06:46
To: Gina Wilding; katy@shropshiregoodfood.org
Subject: RE: Shropshire Good Food Partnership

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Gina,

I hope you're well. I'm coming back to you after our zoom call to follow up on how we can work together on a food strategy with Ludlow. As things move quickly at SGFP, we've put together a process and wanted to invite Ludlow to be a part of it as one in a first cohort across the County. Can you please share the following with your council? I'm happy to come and speak on it, and about our work at SGFP so that they have a better idea of how we work.

Local communities have a vital role to play in creating a more resilient food future, reducing risks of future food shortages and creating a stronger local community and economy through food. By food resilience we mean the ability of the food system to withstand shocks and still provide safe and nutritious food for all - please see the infographic below.

We'd like to invite councillors and community groups in Ludlow to take part in two activities to increase food resilience, building on what your community already have in place.

- **“blueprinting” food resilience.** A short” exercise to explore what food resilience means in your community and how to increase it. This would be a 2 - 2.5 hour meeting in January, bringing you together with other councillors, community groups and representatives. We can run sessions on-line if that makes it easier. This work is funded by the national organisation [Sustainable Food Places](#). Possible dates are 5th/6th/7th/8th or 12th/13th January.
- **Community food resilience “lab”.** The opportunity to act as a “community lab” to understand food challenges in your community and to develop a community response which addresses them, such as growing, cooking and food sharing initiatives. We are through to the final round of Climate Action Funding with The National Lottery. If our bid is successful, the work would start in the second half of 2026 and run for 3 years. The idea is to create a vision for the future of food and test out ways to create a more resilient food future, with better access to good food increasing health and wellbeing and more regenerative farming to protect nature. And then sharing all that learning and making the case for large-scale change.

Please let us know if you need to know more before getting involved.

Katy and Daphne

Katy Anderson and Daphne Du Cros

For more info please contact katy@shropshiregoodfood.org

Item 11.

MINUTES



MINUTES

Minutes of a meeting of the **COUNCIL** held at The Guildhall, Mill Street, Ludlow on **MONDAY 20TH OCTOBER 2025 at 7.00 PM.**

FC/222 PRESENT

Chair: Councillor Cowell

Councillors: Addis; Gill; Ginger; Hepworth; Maxwell-Muller; Owen; Parry; Scott-Bell; Tapley; Taylor

Officers: Gina Wilding, Town Clerk
Helen Jones, Senior Administrative Assistant

FC/223 ABSENT

Councillors Childs, Harris, Lyle and Waite were absent.

FC/224 HEALTH & SAFETY

The Deputy Mayor, Councillor Cowell, welcomed everyone to the Full Council meeting and made some health and safety announcements.

FC/225 RECORDING OF MEETINGS

The Deputy Mayor notified those present that under the Openness of Local Government Regulations 2014, recording and broadcasting is permitted during public session of Council Meetings. The act of recording and broadcasting must not interfere with the meeting.

FC/226 MEETING PROTOCOL

The Deputy Mayor reminded Members of the vital importance of mutual respect, professionalism, and full adherence to the Council's Code of Conduct, Standing Orders, and Meeting Protocol.

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behaviour, undue pressure on officers, or prioritising personal interests above Council objectives undermines good governance and is contrary to the standards of conduct expected in Council proceedings.

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FC/227 APOLOGIES

Apologies were received from Councillors Childs, Harris, Lyle and Waite.

FC/228 DECLARATIONS OF INTEREST

Disclosable Pecuniary Interests

None declared.

Conflicts of Interest

<u>Councillor</u>	<u>Item</u>	<u>Reason</u>
Addis	24	Knows two of the contractors, is a business contact of Grange Heating.

Personal Interests

<u>Councillor</u>	<u>Item</u>	<u>Reason</u>
Owen	26	Knows the Chair of Ludlow Town Walls Trust. Is not and never have been, or been invited to be, a member, friend or trustee of either the Ludlow Town Walls Trust or St Laurence's PCC.
Cowell	13 26	Is a member of the History Group. Is a member of the choir at St Laurence's Church. Not a member of St Laurence's PCC.
Parry	13 26	Knows the staff at Pentabus Theatre. Knows the Chair of Ludlow Town Walls Trust.
Hepworth	26	Knows the Chair of Ludlow Town Walls Trust. Is not a member of the Town Walls Trust or St Laurence's PCC.
Maxwell-Muller	26	Knows the Chair of Ludlow Town Walls Trust.

FC/229 PUBLIC OPEN SESSION (15 minutes)

There were three members of the public in attendance.

A resident of Ludford expressed concern that in total over £100,000 of public funds have been spent on legal and professional fees in recent years, largely in

relation to the Council's dispute over responsibility for the collapsed wall near St Laurence's Church. It was noted that legal advice in 2015 appeared to confirm the Council's ownership and responsibility for the wall. The speaker questioned the ongoing legal expenditure and urged the Council to consider ending legal proceedings, instead proposing collaboration with the PCC and Shropshire Council to progress necessary repairs. The speaker also highlighted that continued dispute may deter potential external funding from bodies such as Historic England or the Heritage Lottery Fund, which prefer to support unified community projects.

A resident of Ludlow expressed concerns about the ongoing disrepair of the collapsed section of churchyard wall and the Council's handling of the matter. The resident highlighted safety risks from falling masonry, delayed access to engineering reports, and the Council's recent resolution denying liability. They stated the situation has caused significant distress and indicated potential legal action if the issue remains unresolved.

A resident and business owner of Ludlow expressed concern that Ludlow is in decline compared to other towns, citing reduced footfall, a struggling high street, and a general lack of vibrancy. They called on the Council to take more visible action to promote the town and support local businesses. Suggestions included engaging with landlords on rent levels, improving the town's appearance with flower boxes, and reviewing parking charges to encourage more visitors. The speaker emphasised the need for practical, collective efforts to revitalise the town and restore its appeal.

FC/230 LUDLOW POLICE UPDATE

A written update was provided to councillors via email prior to the meeting.

FC/231 LUDLOW'S UNITARY COUNCILLORS SESSION

Councillor Parry (Ludlow South) confirmed that the Devolution debate had gone to Shropshire Council last week and was accepted.

FC/232 MINUTES

RESOLVED KC/GG (unanimous)

That the open and closed session minutes of the Council meetings held on 3rd September 2025, 8th September 2025 and 24th September 2025 be approved as a correct record and signed by the Chair.

FC/233 ITEMS TO ACTION

RESOLVED TG/GG (unanimous)

That the Items to Action be noted.

FC/234 SHROPSHIRE COUNCIL DEVOLUTION OF SERVICES

RESOLVED KC/IMM (unanimous)

That the Town Clerk be authorised to sign and return the Memorandum of Understanding with Shropshire Council.

FC/235 RESOLVED KC/GG (unanimous)

To inform Shropshire Council that subject to adequate funding from Shropshire Council, Ludlow Town Council are interested in discussing the following local services in Ludlow:

- Litter picking and street cleaning
- Grounds maintenance and verge cutting
- Public waste bin management
- Graffiti and fly-posting removal
- Highway weed control
- Support for public events
- Maintenance of street furniture
- Community clean-up support
- Shropshire Council owned play areas in Ludlow (subject to confirmation from Shropshire Council that they have the legal ability to transfer the play areas to Ludlow Town Council)

FC/236 RESOLVED GG/IMM (unanimous)

To inform Shropshire Council that Ludlow Town Council does not at present consider itself able to support the following services, but is nonetheless concerned about the provision of the following services:

- Ludlow Library
- Teme Leisure
- Youth Services
- Support for Ludlow Museum

FC/237 RESOLVED KC/PA (unanimous)

That Ludlow Town Council shares its response to the government Town and Parish Neighborhood Governance consultation with Shropshire Council.

FC/238 RESOLVED MT/KC (unanimous)

That a Task & Finish Group is not formed at this point, but the council contacts Shropshire Council / Claire Braddock to open discussions.

FC/239 BUDGET TASK & FINISH GROUP UPDATE

Councillor Taylor gave an update as the Chair of the Budget Task & Finish Group. The group has met three times to date. The group has drafted terms of reference and a preliminary budget, highlighting key considerations such as inflation, interest rate assumptions, and identified risks and opportunities for the coming financial year. The draft budget aims to support the Council's ongoing services, projects, and devolved responsibilities from Shropshire Council.

FC/240 RESOLVED GG/IMM (10:0:1)

To approve the scope and objectives of this year's budget-setting process as the following:

- To support existing services
- To support council projects
- To support Ludlow during devolution of services from Shropshire Council

To approve the budget setting premise of:

- Inflation: 3.6%
- Interest Rate: 4%

To approve the reorganisation of budget lines as identified in the T&F notes.

To approve the release of a consultation in December that discusses the range of options open to the council with as much information as is available.

FC/241 CORE GRANTS**RESOLVED GG/TG (unanimous)**

That a grant of £1,000.00 to South Shropshire Youth Forum in 2026/27 be approved.

FC/242 RESOLVED GG/TG (unanimous)

That a grant of £1,050.00 to Ludlow Town Concert Band in 2026/27 be approved.

FC/243 RESOLVED GG/VP (9:0:2)

That the original application from Ludlow Town FC was retrospective and therefore refused because it was outside of council's criteria. The council offered the opportunity for an amended application but were unable to accept the submitted application for a wholly different project.

FC/244 RESOLVED KC/IMM (unanimous)

That the grant of £5,000.00 to Ludlow Visitor Information Centre in 2026/27 be approved.

FC/245 RESOLVED TG/GG (8:0:3)

That a grant of £1,000.00 to Pentabus Theatre in 2026/27 be approved.

Councillor Ginger left the meeting at 7.53pm

FC/246 SAFER NEIGHBOURHOOD TEAM POLICING PRIORITIES

RESOLVED KC/MT (unanimous)

That the agreed priorities for October 2025 to March 2026 are:

1. Drugs
2. Antisocial behaviour including driving
3. Commercial and domestic theft

FC/247 That a comment be added stating that Ludlow Town Council values visible policing across the whole community, not just in the Town Centre.

FC/248 SHROPSHIRE COUNCIL PARKING CHARGES CONSULTATION

RESOLVED ISB/PA (unanimous)

To object to the proposed increases in parking charges because of the severe detrimental impact upon Ludlow, which is a small market town with a population of less than 11,000.

Ludlow's current parking bandings are disproportionately high for the size of the town.

No other Shropshire town except the county town of Shrewsbury, with a population of over 76,000, has band 2 parking charges. There is no justification for charging band 2 parking charges in a town with a population of less than 11,000.

That the charges for:

- on street parking charges should be reduced from band 2 to band 3.
- Castle Steet car park charges should be reduced from band 3 to band 4.
- On street (blue zone) charges should be reduced from band 4 to band 5.

To report these concerns to the press and public that the Council is actively opposing the new charges.

Cllr Gill left the meeting at 8.09pm
Cllr Gill rejoined the meeting at 8.11pm

FC/249 PROJECT UPDATES

RESOLVED KC/MT (9:0:1)

That project updates will be received at each Full Council meeting.

FC/250 RESOLVED MT/VP (unanimous)

That a follow up letter be sent to Shropshire Council asking for progress on the Market Square parking issue.

FC/251 RESOLVED TG/AT (unanimous)

That the updates provided on the project list be noted.

Cllr Hepworth left the meeting at 8.31pm.
Cllr Hepworth rejoined the meeting at 8.34pm.

FC/252 EFFICIENCY REVIEW

RESOLVED TG/KC (9:0:1)

That the Council approve the recommendation from the Staffing Committee to review the duties and objectives of the Council; its management structure; the adequacy of staffing levels, capabilities, skill sets, and experience; the effectiveness of the processes by which the Council undertakes its work (including possible alternative methods); and the ways in which technology could be used to enhance efficiency - all with a view to ensuring that the residents of Ludlow receive the best possible value for the money they contribute via the Precept, and to make recommendations accordingly.

FC/253 RESOLVED MT/ISB (9:0:1)

That Cllrs Addis, Gill, Hepworth, Owen and Scott-Bell are appointed to the Efficiency Review Task & Finish Group.

FC/254 RESOLVED MT/JH (unanimous)

That the Efficiency Review Task & Finish Group draft full terms of reference for approval, consider the timetable of action, assess the offer from LCC and report back to Full Council.

FC/255 PROJECT SUPPORT GRANTS

RESOLVED KC/MT (unanimous)

That a £750 grant to Ludlow Assembly Rooms be approved.

FC/256 RESOLVED TG/AT (unanimous)

That clarification be sought from Hope House Hospice of specific instances in which the grant funding would benefit individuals from Ludlow postcodes.

FC/257 WHEELER ROAD PLAY AREA COVENANT

RESOLVED TG/IMM (9:0:1)

That a formal request be sent to the covenant holder to allow the temporary use of the Recreation Area by Ludlow Rugby Club adults' team on two evenings per week.

FC/258 RESOLVED MT/IMM (9:0:1)

That once the Christmas Lights installation is completed, the grass cutting at Wheeler Road recreation area becomes the top priority for the Direct Labour Force.

FC/259 COMMITTEE MEMBERSHIP

RESOLVED KC/MT (unanimous)

That Cllr Parry be added to the membership of the Comms Strategy Task & Finish Group, Cllr Gill be added to the Churchyard Walls Task & Finish Group, and Cllrs Taylor and Maxwell-Muller be added to the membership of the Town Planters Working Group.

FC/260 COMMITTEE RECOMMENDATIONS

RESOLVED KC/MT (9:0:1)

That the recommendations from Policy and Finance Committee on 1st September 2025 and 13th October 2025 be approved:

AGED DEBTORS

That invoice number 1139 for 30p owed by Craven Arms Memorials be written

off.

POLICY REVIEW

Information and Data Protection Policy

That the Information and Data Protection Policy, as amended to state that the policy will be reviewed “annually” instead of “periodically”, be adopted.

Data Transparency Policy

That Data Transparency Policy be amended in include the publication of the quarterly income and expenditure reports and the earmarked reserves on the Council’s website.

That the Data Transparency Policy, as amended, be adopted.

Data Breach Policy

That the Data Breach Policy, as amended to state that it replaces the Data Breach Policy adopted on the 17th June 2019, be adopted.

Freedom of Information Policy

That the Freedom of Information Policy, as amended to state that the policy will be reviewed annually, be adopted.

RESIDENTIAL RENTAL

That a residential rent remains at £500.00 per month to be increased annually by inflation from January 2026.

POLICY REVIEW

Recruitment and Selection Policy

That the Recruitment and Selection Policy, be adopted.

Sexual Harassment Policy and Action Plan

That the Sexual Harassment Policy and Action Plan, be adopted.

Hedgerow Policy

That Hedgerow Policy, be adopted.

FC/261 RESOLVED VP/ISB (unanimous)

That the recommendations from Representational Committee on 9th September

2025 be approved:

CORONATION AVENUE

To recommend to Full Council that Shropshire Council are given a list of critical roads in Ludlow, which should not be closed, but if works are required they are open with 2-way traffic lights especially during the busiest times of year which are summer, Christmas and the festivals:

- Sheet Road
- Henley Road
- Dinham Bridge
- Temeside
- Bromfield Road
- Coronation Avenue
- Galdeford
- Overton Road

FC/262 COMMITTEE MINUTES

RESOLVED TG/IMM (9:0:1)

That the minutes of the Services Committee meeting held on 23rd July 2025 be received.

FC/263 RESOLVED TG/IMM (9:0:1)

That the minutes of the Representational Committee meeting held on 19th August 2025 and 9th September 2025 be received.

FC/264 RESOLVED TG/IMM (9:0:1)

That the minutes of the Staffing Committee held on 22nd August 2025 and 18th September 2025 be received.

FC/265 RESOLVED TG/IMM (9:0:1)

That the minutes of the Policy & Finance Committee held on 1st September 2025 be received.

FC/266 EXCLUSION OF PRESS AND PUBLIC: PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960

RESOLVED KC/PA (unanimous)

That that the public be excluded from the meeting for the following item(s) of business pursuant to section 1 of the Public Bodies (Admission to Meetings) Act 1960, on the grounds that publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, and the meeting continue in closed session.

The meeting closed at 9.08pm.

Town Mayor

Date

Closed session minutes will be issued for this meeting.

CLOSED SESSION MINUTES

Closed Session minutes of a meeting of the **COUNCIL** held at The Guildhall, Mill Street, Ludlow, on **MONDAY 20TH OCTOBER 2025** at **7:00PM**

FC/267 MEETING EXTENSION

RESOLVED TG/PA (unanimous)

That an extension of the meeting until 9.30pm be approved.

FC/268 GUILDHALL HEATING

RESOLVED KC/TG (unanimous)

That the quotation of £33,273.09 ex. VAT from Grange Heating be accepted, and the project in a Grade I Listed building progresses to the next stage, which is detailed sign off by the conservation officer.

FC/269 CHAMBER AMPLIFICATION SYSTEM

RESOLVED IMM/TG (unanimous)

That the quotation of £6,094.00 ex. VAT from Sound Induction Systems be accepted.

FC/270 CHURCHYARD WALL UPDATE

RESOLVED KC/IMM (unanimous)

That the update from the Chair of the Churchyard Walls Task & Finish Group and the letter to the solicitor acting on behalf of the PCC be received.

The meeting closed at 9.08pm.

Town Mayor

Date

Item 12.

ITEMS TO ACTION

Full Council

Items to Action

<u>ONGOING</u>					
<u>FC Meeting</u> <u>29.07.2019</u>					
FC/125	<u>1ST FLOOR GUILDHALL</u> That: - i) the remaining funds of £1,500 from the Mayor's Allowance from 2018-19 be used towards the refurbishment of the first floor of the Guildhall. ii) the listed building consent for the Chamber is renewed. iii) Quotations for works to the Chamber, and works to the first floor of the Guildhall, as described in the report, are sought and brought back to Council for approval.	Building consent application sent. Quotations sought.	GW GW	Complete Pending	09/12/19
<u>FC Meeting</u> <u>26.04.2021</u>					
FC/336	<u>STAFFING STRUCTURE REVIEW</u> To approve: - i) Creation of workspaces upstairs at the Guildhall to facilitate the proposed appointments. ii) Further exploration of a Projects and Assets role by a Staffing Task & Finish Group.	Not being progressed.	GW	Complete Pending	01/07/22

Full Council

Items to Action

	iii) Further exploration of an additional admin apprentice role by a Staffing Task & Finish Group	Staffing T&F to discuss.		Pending	
<u>FC Meeting</u> <u>11.05.2022</u>					
FC/50	<u>MARKET PARKING</u> To escalate the item to action for prompt consideration in six months.	To follow up with SC monthly.	GW / HJ	Pending Feb 24 – update: draft consultation with legal department. April 24 – email and images sent to SC to inform of cars left on market. July 2025 – letters sent to SC with council resolution. August 25 – letters sent to Heather Kidd and Rob Wilson.	

Full Council

Items to Action

				Nov 25 – letter sent to Rob Wilson.	
<u>FC Meeting</u> <u>01.08.2022</u>					
FC/122	<u>MARKET PARKING</u> That once the parking order is enacted, its effect will be monitored by market traders and the Town Council.	To be monitored.	GW	Pending	
FC/123	<u>MARKET PARKING</u> That if after a period of six months, if the Town Council deems the parking order to have been ineffective at its next meeting, Ludlow Town Council will approve consultation with the Conservation Officer for approval of the design of the bollards to be installed on the Market Square.	To be diarised when parking order in force.	GW	Pending	
<u>FC Meeting</u> <u>29.07.2024</u>					
FC/144	<u>COACHES</u> To secure coach friendly status and liaise with the Chamber about the coach driver welcome pack.	To liaise with BIDs and make the application.	GW/KP	BIDs and Visit Shropshire approached for information.	

Full Council

Items to Action

FC/145	To follow up with Visit Shropshire to promote Ludlow as a coach destination at tourism shows and through other communication channels.			Made contact with Coach Friendly Status organisation. Application needs to be completed.	
FC/191	<u>COMMITTEE RECOMMENDATIONS – REP</u> To approve the recommendations from Representational Committee on 27 th August 2024: That a task and finish group is set up to explore the stages of creating a Neighbourhood Plan and design codes, and that all Councillors are eligible to join.	Put on to Representational Committee agenda for consideration.	GW	Pending	
	To approve the refurbishing of the Mill Street bus shelter in the next financial year, and quotes are obtained to enable an appropriate budget to be set.		KA	Complete	June 2025
FC/192	To approve membership of the Neighbourhood Plan Task and Finish Group as Councillors Ginger, Harris, Miller, Parry, Tapley and S Waite.	Meeting with Shropshire Council being	GW	Ongoing	

Full Council

Items to Action

		organised for members of Representational Committee to inform this new council and to progress item.			
<u>FC Meeting</u> <u>14.04.2025</u>					
FC/363	<u>SPRING STATEMENT IMPACT ON HIGH STREET BUSINESSES AND TOWNS</u> To note the update on the impact of the government's Spring Statement on the High Street, and to approach Shropshire Council for the re instatement of the Ludlow Future Partnership.	To contact Tracy Woods, SC.	GW	Nov 25 - Still awaiting response.	
<u>FC Meeting</u> <u>23.06.2025</u>	<u>Item</u>	<u>Action</u>	<u>Staff</u>	<u>Status / Update</u>	<u>Date</u>
FC/112	<u>LISTED BUILDINGS CONDITION REPORT</u> That three contractors listed in the report are invited to submit a quotation.	Invite contractors to quote.	GW	Pending	
FC/129	<u>TOWN WALLS</u>				

Full Council

Items to Action

	To approve, without prejudice to Ludlow Town Council's position that it is not liable, a contribution of £1,500 for hiring an external contractor to reposition replacement bags of stone at the collapsed section of the Town Wall as a gesture of goodwill because of the H&S concerns.	To liaise with LTWT.	GW	Ongoing	
<u>FC Meeting</u> 28.07.2025	<u>Item</u>	Action	Staff	Status/Update	Date
FC/146	<u>PROJECTS</u> That there are only two priority projects for the period September to December 2025 and are as follows: • Installation and functioning of CCTV throughout Ludlow. • Amplification equipment and live broadcasting capabilities in the Guildhall chamber		KA HJ	Installation taken place. Update provided to Service Committee. Complete	Nov 2025
<u>FC Meeting</u> 03.09.2025					
FC/187	<u>INSURANCE RENEWAL</u>				

Full Council

Items to Action

	<u>RESOLVED MT/PA (unanimous)</u> That the Council's liability insurance be renewed with Hiscox at a cost of £16,101.09, and that the Task and Finish Group continue to meet to review the policy and bring any amendments back to Council for consideration.	To renew liability insurance.	GW / LJ	Ongoing	
FC/191	<u>RESOLVED RO/MT (unanimous)</u> That alternative quotes be sought for the revaluation of the council's properties.	Alternative quotes to be sought.	GW	Pending	
<u>FC Meeting 20.10.2025</u>					
FC/250	<u>PROJECT UPDATES</u> That a follow up letter be sent to Shropshire Council asking for progress on the Market Square parking issue.	To write to Shropshire Council again.	GW / HJ	Nov 25 - Letter sent to Rob Wilson. Response received. He will press SC for update.	
FC/254	<u>EFFICIENCY REVIEW</u> <u>RESOLVED MT/JH (unanimous)</u>				

Full Council

Items to Action

	That the Efficiency Review Task & Finish Group draft full terms of reference for approval, consider the timetable of action, assess the offer from LCC and report back to Full Council.	Timetable first meeting to establish TOR, timetable and assess LCC offer.	GW		
FC/257	<u>WHEELER ROAD PLAY AREA COVENANT</u> <u>RESOLVED</u> TG/IMM (9:0:1) That a formal request be sent to the covenant holder to allow the temporary use of the Recreation Area by Ludlow Rugby Club adults' team on two evenings per week.	To send a formal request to covenant holder.	GW / HJ	Response received. To go to Services Committee Nov 25.	
FC/268	<u>GUILDHALL HEATING</u> <u>RESOLVED</u> KC/TG (unanimous) That the quotation of £33,273.09 ex. VAT from Grange Heating be accepted, and the project in a Grade I Listed building progresses to the next stage, which is detailed sign off by the conservation officer.	To liaise with Grange Heating and Conservation Officer to progress the project.	HJ	Nov 25 – C.O. visit taken place. To progress to next stage.	
<u>COMPLETED</u>					

Full Council

Items to Action

<u>FC Meeting</u> <u>31.07.2023</u>					
FC/133	<u>INSURANCE</u> That: i) the renewal questionnaire for the Town Council's insurance is approved. ii) the civic regalia is revalued.	Questionnaire to be returned to insurance company. Civic regalia to revalued. Specification delegated	GW GW	Complete Complete	August 2023 July 2025
<u>FC Meeting</u> <u>20.01.2025</u>					
FC/298	<u>WHEELER ROAD RECREATION AREA</u> To support in principle the request from Ludlow Rugby Club to use Wheeler Road Recreation Area as a temporary training ground, subject to approval from a successor of the original grantee.	To locate and write to original grantee. Oct 2025 – letter sent with formal request to trustee. 5yr consent received.	GW / HJ	Complete	Nov 2025
<u>FC Meeting</u> <u>14.04.2025</u>					

Full Council

Items to Action

FC/375	<u>INTERNATIONAL DAY OF PEACE</u> To approve in principle the request from Ludlow Quakers for a service at Ludlow Peace Memorial in September, subject to the recommendations of the Ludlow Royal British Legion.	To contact RBL for their input/permission on behalf of the Quakers.	GW / HJ	Complete	June 2025
<u>FC Meeting</u> <u>23.06.2025</u>	<u>Item</u>	<u>Action</u>	<u>Staff</u>	<u>Status / Update</u>	<u>Date</u>
FC/106	<u>ANNUAL GOVERNANCE AND ACCOUNTING RETURN (AGAR) 2024/25</u> That the Annual Return Governance Statement 2024/25 in accordance with the Accounts and Audit Regulations be approved.	Send AGAR to external auditor.	GW	Complete	26/06/25
FC/108	That publishing the detailed Annual return Account document on the Council's website be approved.	On LTC website.	GW	Complete	26/06/25
FC/109	That the dates from Monday 30 th June to Friday 8 th August for the period for the exercise of public rights be approved.	On LTC website.	GW	Complete	26/06/25
FC/110	<u>SHROPSHIRE COUNCIL'S NEW APPROACH TO PARTNERSHIP WITH TOWN AND PARISH COUNCILS</u>				

Full Council

Items to Action

	That Councillors will either send their responses to the survey into the Town Clerk or directly into Shropshire Council.	LTC response to be submitted.	GW	Complete	26/06/25
FC/113	<u>COMMUNITY INFRASTRUCTURE LEVY (CIL)</u> That the Annual Neighbourhood Fund Agreement be approved.	Return to Shropshire Council.	GW	Complete	July 2025
FC/114	<u>MARKET SQUARE PARKING</u> That the motion to urge Shropshire Council to promptly undertake a public consultation on a Traffic Regulation Order under the Road Traffic Regulation Act 1984 be approved.	To write to Shropshire Council and Portfolio holders.	GW / HJ	Complete	July 2025
FC/117	<u>LUDLOW CANCER SUPPORT GROUP</u> That the request for a statement of support from the Town Council be approved.	To write to LCSG to confirm support.	GW / HJ	Complete	July 2025
FC/121	<u>INCLUSIVE MEETINGS</u> <u>RESOLVED</u> DL/KC (unanimous)	To approach specialist companies to investigate the solutions they	HJ/KP	Complete – updates in Ongoing Items ‘Guildhall AV’.	

Full Council

Items to Action

	That an investigation into amplification equipment and live streaming capabilities at the Guildhall be approved.	might be able to offer.			
FC/122	<u>RESOLVED PA/TG (unanimous)</u> That the investigation into amplification equipment and live streaming capabilities in the Guildhall be added onto the Projects Action List.	To update project list	HJ	Complete	August 2025
FC/123	<u>PROJECTS</u> <u>RESOLVED DL/IMM (unanimous)</u> That the top three priority projects for June – September 2025 be approved as CCTV, VJ Day, and the Shaping Lives Project. The next three priorities for October – December 2025 be considered at the July Council meeting.	To include on the July agenda.	KP	Complete	
			GW	Complete	
FC/124	<u>COMMITTEE MEMBERSHIP</u> <u>RESOLVED DL/KC (unanimous)</u>				

Full Council

Items to Action

	That Councillor Maxwell-Muller be approved onto the membership of Services Committee, Policy & Finance Committee, Staffing Committee, Climate Action Task & Finish Group and the Town Planters Working Group.	To update the committee matrix and the website	HJ / KP	Complete	June 2025
FC/127	<u>FRIENDS OF LUDLOW MUSEUM</u> <u>RESOLVED</u> VP/SH (unanimous) Councillor Parry is appointed the Town Council representative.	To notify the group	HJ	Complete	June 2025
FC/128	<u>LUDLOW SUSTAINABLE TRANSPORT BUS GROUP</u> That the update from Ludlow Sustainable Transport Bus Group be noted, and actions referred to the Representational committee.	Refer actions to Rep Cttee for July meeting.	GW	Complete	July 2025
FC/130	<u>COMMITTEE RECOMMENDATIONS</u> <u>RESOLVED</u> RO/IMM (11:0:2) <u>Write Off Debt</u> That the Ludlow Pride organisation that incurred the debt are no longer in existence and that the debt in	To update the council's records	LJ	Complete	

Full Council

Items to Action

	the sum of £45.00 plus VAT be written off.				
	<u>INSURANCE</u> <u>Insurance Task and Finish Group</u> That:- a) an Insurance Task and Finish Group be set up to review the Council's insurance requirements; b) the Insurance Task and Finish Group membership be made up of Councillors Hepworth, Owen and Taylor.	To progress the Council's insurance renewal for approval by Full Council	GW	Complete	Sept 2025
	<u>POLICY REVIEW</u> <u>Financial Regulations</u> <u>Safeguarding – Children and Vulnerable Adults Protection Policy</u>	To update the policies and distribute to staff / on website	LJ	Complete	
	<u>Task and Finish Group Recommendations – 5th June 2025</u>	To action and progress the recommendations	KA/GW	Complete	

Full Council

Items to Action

		to committee and FC as appropriate			
FC Meeting 28.07.2025	<u>Item</u>	Action	Staff	Status/Update	Date
FC/141	<u>LUDLOW POLICE UPDATE</u> To submit the Police Crime Commissioner (PCC) survey as drafted by the Town Clerk.	To complete survey and return to PCC.	GW	Complete	August 2025
FC/145	<u>VISIT SHROPSHIRE</u> To renew the Town Council's annual standard level membership at a cost of £1,500.00.	To renew membership.	GW	Complete	July 2025
FC/149	<u>PUBLIC PARTICIPATION</u> To allow public filming unless disruptive.	To update Standing Orders.	GW	Complete	Aug 2025
FC/150	To provide guidance on how to give notice and speak at meetings on the Council's website.	To update website.	GW	Complete	August 2025
FC/152			GW	Complete	

Full Council

Items to Action

	That Members of the public who are not residents of Ludlow may speak during public open session at the discretion of the Chair, particularly where the matter directly relates to the town or Council responsibilities.	To update Standing Orders.			August 2025
FC/154	<u>ADOPTION OF CLUSTER MODEL FOR OUTDOOR SPACES PARTNERSHIP IN SHROPSHIRE</u> To note the cluster model and to approve Cllr Ian Maxwell-Muller to attend the Nature Recovery Conference on 3rd October.	To book a space at the conference.	HJ	Complete	Aug 2025
FC/156	<u>CORE GRANTS</u> To approve the amendment of the criteria to read: Organisations must be prepared to attend Ludlow's Annual Town Residents Meeting to showcase their work and publicly recognise the support received from Ludlow Town Council, and to approve the release of the application form for core grant applications in 2026/ 27.	To update criteria To update application form	GW GW	Complete Complete	July 2025 July 2025

Full Council

Items to Action

FC/160	<u>TOWN CRIER</u> Ludlow Town Council does not approve any sponsorship opportunities or hosting a competition in Ludlow.	To update Town Crier.	GW	Complete	July 2025
FC/162	<u>TOWN WALLS</u> To note the correspondence and to change the Full Council meeting on 8 th Sept to have this as a single agenda item.	To arrange single agenda item meeting.	GW / KA	Complete	July 2025
FC/164	<u>SCAFFOLDING INSPECTION</u> To defer consideration until the requested information is received from Longmynd Consultants Ltd.	Bring to next meeting.	GW	Complete	August 2025
FC/165	<u>COMMITTEE MEMBERSHIP</u> To approve the amendment of the membership of Policy & Finance Committee to reflect the resignation of Councillor Harris from the committee.	To update matrix and website.	HJ	Complete	Aug 2025

Full Council

Items to Action

FC/166	<u>COMMITTEE RECOMMENDATIONS</u> To approve the following recommendations from Policy & Finance Committee on 21st July 2025: POLICY REVIEW a) Investment policy That the Council maintain a balance of £150,000.00 in the current account and all other funds to be vested in the CCLA Public Sector Deposit Fund. b) Communications Policies a) A Communication Strategy Task and Finish Working Group be set up to review the Press Protocol, Social Media Policy, Communications Protocol and Community Engagement Policy and the terms of reference be approved. b) The Communications Policy Task and Finish Working Group membership is Councillors Childs, Cowell, Lyle, Maxwell-Muller, Owen and Scott-Bell CLIMATE ACTION TASK & FINISH GROUP	To update P & F Committee Officer.	GW	Complete	August 2025
				Complete	August 2025

Full Council

Items to Action

	That:- a) The minutes of the Climate Action Task and Finish Group meeting held on the 11th July 2025 be received. b) The Climate Action Task and Finish Group recommendations from the 11th July 2025 be approved as follows: • That a meeting of the Ludlow Town Centre Task and Finish Group be organised in Sept and put together a seasonal planting and tub maintenance strategy for 2025/26 This forum will allow us to begin pulling ideas together for the provision and maintenance of planting throughout Ludlow. • That a volunteer group named St Johns Guardians should be set up. Once up and running all updates and information to go via Services Committee. The first volunteer day to take place on a weekday in September, DLF to all be available to assist with removal of rubbish etc, spades forks and trowels to be brought by the person or loaned by the DLF. • That the updates made to the Climate Action Plan as listed above be approved.				Complete	August 2025
					Complete	August 2025

Full Council

Items to Action

FC/173	<u>WORK EXPERIENCE</u> To approve the request from a local college.	To update college and make arrangements	HJ	Complete, to commence Oct 2025.	Sept 2025
<u>FC Meeting 03.09.2025</u>					
FC/188	<u>RESOLVED MT/IMM (unanimous)</u> That the Council's listed buildings and civic regalia insurance be renewed with Ecclesiastical at a cost of £9,642.79, and that the Task and Finish Group continue to meet to review the policy and bring any amendments back to Council for consideration.	To renew listed buildings and civic regalia insurance.	GW / LJ	Complete	Sept 2025
FC/189	<u>RESOLVED MT/KC (unanimous)</u> To approve cyber insurance up to £1 million cover for a premium of £981.00 and a £2,500 excess for one year, and that the Task and Finish Group continue to meet to review the policy and bring any proposed amendments back to Council for consideration.	To arrange cyber insurance.	GW / LJ	Complete	Sept 2025
FC/190	<u>RESOLVED MT/IMM (unanimous)</u> That the Council's motor insurance be renewed for		GW / LJ	Complete	

Full Council

Items to Action

	one year, and that the Task and Finish Group continue to meet to review the policy and bring any proposed amendments back to Council for consideration.	To renew motor insurance.			Sept 2025
FC/193	<u>COMMITTEE MEMBERSHIP</u> <u>RESOLVED DL/KC (unanimous)</u> That the membership of the Representational Committee be amended to reflect the resignation of Councillor Lyle, and that Councillor Parry be appointed to the Communications Strategy Task and Finish Working Group.	To amend and update committee membership.	HJ	Complete	Sept 2025
FC/194	<u>SCAFFOLD ASSESSMENT</u> <u>RESOLVED DL/TG (unanimous)</u> That the £540.00 quotation from Longmynd Consultants Ltd to assess the scaffolding surrounding the substation be approved.	Instruct Longmynd Consultants.	GW / HJ	Complete	Oct 2025
<u>FC Meeting 08.09.2025</u>					
FC/204	<u>LEGAL ADVICE</u>				

Full Council

Items to Action

	The council received advice from their barrister and solicitor relating to the collapsed section of wall at St Laurence's church, and agreed that a second meeting would be required to discuss the matter further.	To hold further extraordinary council meeting.	GW	Complete	Sept 2025
<u>FC Meeting</u> <u>24.09.2025</u>					
FC/218	<u>CHURCHYARD AT ST LAURENCE CHURCH</u> <u>RESOLVED DL/KC (12:0:1)</u> That a Task & Finish Group be formed to facilitate the progression of discussions and defer all decision making to Full Council.	To arrange first meeting and formulate terms of reference.	GW	Complete	Sept 2025
FC/219	<u>RESOLVED MT/KC (unanimous)</u> That as a matter of urgency the solicitor be instructed to issue a response, including the council's willingness to enter into discussions, to the letter received on 6 th September 2025.		GW	Complete	Sept 2025
FC/220	<u>RESOLVED DL/KC (unanimous)</u>		GW	Complete	Sept 2025

Full Council

Items to Action

	That membership of the Task & Finish Group is Councillors Childs, Ginger, Hepworth, Lyle, Owen, Scott-Bell. Tapley, and Taylor.			Complete Sept 2025	
FC/221	<u>RESOLVED PA/KC (unanimous)</u> That a public statement outlining the decisions made at the meeting be issued.		GW		
<u>FC Meeting</u> <u>28.07.2025</u>	<u>Item</u>	Action	Staff	Status/Update	Date
FC/174	<u>GUILDHALL HEATING</u> To approach Shropshire Council's Conservation Officer asking for their recommendations for heating to be installed in a Grade I listed building.	Contact SC Conservation Officer.	HJ	Complete	Oct 2025
FC/175	<u>GUILDHALL AV</u> To ask prospective suppliers to provide a demonstration in the Guildhall of how the equipment would work in the chamber before quotes are considered, or arrange for members to	Contact suppliers.	HJ	Complete	Oct 2025

Full Council

Items to Action

	visit a comparable site to experience working equipment.				
FC Meeting 20.10.2025	<u>Item</u>	Action	Staff	Status/Update	Date
FC/234	<u>SHROPSHIRE COUNCIL DEVOLUTION OF SERVICES</u> <u>RESOLVED KC/IMM (unanimous)</u> That the Town Clerk be authorised to sign and return the Memorandum of Understanding with Shropshire Council.	To sign and return the MOU.	GW	Complete	Oct 2025
FC/235	<u>RESOLVED KC/GG (unanimous)</u> To inform Shropshire Council that subject to adequate funding from Shropshire Council, Ludlow Town Council are interested in discussing the following local services in Ludlow: • Litter picking and street cleaning • Grounds maintenance and verge cutting • Public waste bin management • Graffiti and fly-posting removal	To contact Shropshire Council	GW	Complete	Nov 2025

Full Council

Items to Action

	• Highway weed control • Support for public events • Maintenance of street furniture • Community clean-up support • Shropshire Council owned play areas in Ludlow (subject to confirmation from Shropshire Council that they have the legal ability to transfer the play areas to Ludlow Town Council)				
FC/236	<u>RESOLVED</u> GG/IMM (unanimous) To inform Shropshire Council that Ludlow Town Council does not at present consider itself able to support the following services, but is nonetheless concerned about the provision of the following services: • Ludlow Library • Teme Leisure • Youth Services • Support for Ludlow Museum	To contact Shropshire Council	GW	Complete	Nov 2025
FC/237	<u>RESOLVED</u> KC/PA (unanimous)		GW	Complete	Nov 2025

Full Council

Items to Action

	That Ludlow Town Council shares its response to the government Town and Parish Neighborhood Governance consultation with Shropshire Council.	To share document with SC.			
FC/238	<u>RESOLVED</u> MT/KC (unanimous) That a Task & Finish Group is not formed at this point, but the council contacts Shropshire Council / Claire Braddock to open discussions.	To contact Shropshire Council.	GW	Complete	Nov 2025
FC/240	<u>RESOLVED</u> GG/IMM (10:0:1) To approve the scope and objectives of this year's budget-setting process as the following: • To support existing services • To support council projects • To support Ludlow during devolution of services from Shropshire Council To approve the budget setting premise of: • Inflation: 3.6% • Interest Rate: 4%		LJ	Complete	Nov 2025

Full Council

Items to Action

	To approve the reorganisation of budget lines as identified in the T&F notes. To approve the release of a consultation in December that discusses the range of options open to the council with as much information as is available.		GW	Complete – Report to go to Full Council Dec 2025.	Nov 2025
FC/241	<u>CORE GRANTS</u> <u>RESOLVED</u> GG/TG (unanimous) That a grant of £1,000.00 to South Shropshire Youth Forum in 2026/27 be approved.	To write to SSYF.	HJ		
FC/242	<u>RESOLVED</u> GG/TG (unanimous) That a grant of £1,050.00 to Ludlow Town Concert Band in 2026/27 be approved.	To write to Ludlow Town Concert Band.	HJ		
FC/243	<u>RESOLVED</u> GG/VP (9:0:2) That the original application from Ludlow Town FC was retrospective and therefore refused because it was outside of council's criteria. The council offered the opportunity for an amended application	To write to Ludlow Town FC.	HJ		

Full Council

Items to Action

	but were unable to accept the submitted application for a wholly different project.				
FC/244	<u>RESOLVED</u> KC/IMM (unanimous) That the grant of £5,000.00 to Ludlow Visitor Information Centre in 2026/27 be approved.	To write to Ludlow VIC.	HJ	Complete	Nov 2025
FC/245	<u>RESOLVED</u> TG/GG (8:0:3) That a grant of £1,000.00 to Pentabus Theatre in 2026/27 be approved.	To write to Pentabus Theatre.	HJ		
FC/246	<u>SAFER NEIGHBOURHOOD TEAM POLICING PRIORITIES</u> <u>RESOLVED</u> KC/MT (unanimous) That the agreed priorities for October 2025 to March 2026 are: 1. Drugs 2. Antisocial behaviour including driving 3. Commercial and domestic theft	To return priorities to SNT.	HJ		
FC/248	<u>SHROPSHIRE COUNCIL PARKING CHARGES CONSULTATION</u> <u>RESOLVED</u> ISB/PA (unanimous)				

Full Council

Items to Action

	To object to the proposed increases in parking charges because of the severe detrimental impact upon Ludlow, which is a small market town with a population of less than 11,000. To report these concerns to the press and public that the Council is actively opposing the new charges.	To contact Shropshire Council with LTC objection. To share objection with press and public.	GW GW / KP	Complete Complete	Oct 2025 Oct 2025
FC/255	<u>PROJECT SUPPORT GRANTS</u> <u>RESOLVED</u> KC/MT (unanimous) That a £750 grant to Ludlow Assembly Rooms be approved.	To write to LAR.	HJ	Complete	Nov 2025
FC/256	<u>RESOLVED</u> TG/AT (unanimous) That clarification be sought from Hope House Hospice of specific instances in which the grant funding would benefit individuals from Ludlow postcodes.	To write to Hope House for additional information. To return to Dec FC.	HJ	Complete	Nov 2025

Full Council

Items to Action

FC/258	<u>RESOLVED MT/IMM (9:0:1)</u> That once the Christmas Lights installation is completed, the grass cutting at Wheeler Road recreation area becomes the top priority for the Direct Labour Force.	To add to DLF work schedule.	KA / MH	Complete	Nov 2025
FC/260	<u>COMMITTEE RECOMMENDATIONS</u> <u>RESOLVED KC/MT (9:0:1)</u> That the recommendations from Policy and Finance Committee on 1st September 2025 and 13th October 2025 be approved: <u>AGED DEBTORS</u> That invoice number 1139 for 30p owed by Craven Arms Memorials be written off. <u>POLICY REVIEW</u> <u>Information and Data Protection Policy</u> That the Information and Data Protection Policy, as	To update Policy & Finance Committee Officer. P&F Committee Officer to update	HJ LJ	Complete Complete	Nov 2025 Nov 2025

Full Council

Items to Action

	amended to state that the policy will be reviewed “annually” instead of “periodically”, be adopted. <u>Data Transparency Policy</u> That Data Transparency Policy be amended in include the publication of the quarterly income and expenditure reports and the earmarked reserves on the Council’s website. That the Data Transparency Policy, as amended, be adopted. <u>Data Breach Policy</u> That the Data Breach Policy, as amended to state that it replaces the Data Breach Policy adopted on the 17th June 2019, be adopted. <u>Freedom of Information Policy</u> That the Freedom of Information Policy, as amended to state that the policy will be reviewed annually, be adopted. <u>RESIDENTIAL RENTAL</u>	policies folder and Communications Officer to update website. To communicate the agreed policies to staff in writing.	KP	Complete	Nov 2025
			LJ	Complete	Nov 2025
			LJ		

Full Council

Items to Action

	That a residential rent remains at £500.00 per month to be increased annually by inflation from January 2026. <u>POLICY REVIEW</u> <u>Recruitment and Selection Policy</u> That the Recruitment and Selection Policy, be adopted. <u>Sexual Harassment Policy and Action Plan</u> That the Sexual Harassment Policy and Action Plan, be adopted. <u>Hedgerow Policy</u> That the Hedgerow Policy, be adopted.	For P&F Committee Officer.			
FC/261	<u>RESOLVED VP/ISB (unanimous)</u> That the recommendations from Representational Committee on 9th September 2025 be approved: <u>CORONATION AVENUE</u>	To write to SC.	HJ	Complete	Nov 2025

Full Council

Items to Action

	To recommend to Full Council that Shropshire Council are given a list of critical roads in Ludlow, which should not be closed, but if works are required they are open with 2-way traffic lights especially during the busiest times of year which are summer, Christmas and the festivals: • Sheet Road • Henley Road • Dinham Bridge • Temeside • Bromfield Road • Coronation Avenue • Galdeford • Overton Road				
FC/269	<u>CHAMBER AMPLIFICATION SYSTEM</u> <u>RESOLVED IMM/TG (unanimous)</u> That the quotation of £6,094.00 ex. VAT from Sound Induction Systems be accepted.	To progress the project with SIS.	HJ	Complete	Nov 2025

Item 13.

BUDGET TASK & FINISH GROUP UPDATE



BUDGET SETTING FOR 2026 / 27

Report No. FC/25/26

**Full Council
1st December 2025**

1. INTRODUCTION

- 1.1 This report provides an update on the progress of budget setting for the financial year 2026 / 27.

2. RECOMMENDATION

- 2.1 To approve the recommendations of the Budget Task and Finish group as listed in their notes for the meeting on 20th November 2025.
- 2.2 To approve the budget consultation statement and survey for release.

3. BACKGROUND

- 3.1 The council received a report in October 2025, and approved the following:

That the scope and objectives of this year's budget-setting process as the following:

- o To support existing services
- o To support council projects
- o To support Ludlow during devolution of services from Shropshire Council

That the budget setting premise of inflation of 3.6%, and interest rates of 4%

The reorganization of identified budget lines.

The release of a budget consultation in December.

4. CURRENT SITUATION

- 4.1 Whilst the **economic context for budget setting** in 2026 / 27 remains uncertain, Ludlow Town Council has signed a Memorandum of Understanding Shropshire Council to set out the principles and areas of cooperation between the two councils to explore more effective service provision, avoid duplication, and explore opportunities for local service devolution where appropriate.

The Town Council has previously **successfully delivered new services** including public toilets and street trading in 2011 and hosted the Arts Council Accredited Ludlow Museum at the Buttercross, working under a MOU with Shropshire Council, from 2016.

Most recently, the Town Council has met with Shropshire Council to talk about **Ludlow Library**, whilst the council would probably not seek to take on the full running of the library, it is looking at options for supporting Ludlow's library.

- 4.2 The Budget Task and Finish Group met on 20th November and considered the **General Reserves and Earmarked Reserves** – the notes of the meeting are **ATTACHED** to this report.
- 4.3 The Council should note that an **inflationary fee increase** across most services is being considered by Services Committee on 26th November.
- 4.4 The draft budget **Consultation and survey questions** are **ATTACHED** to this report.

Town Clerk
November 2025

Implications

Wards Affected (All)

Financial (As stated in the report)

Health & Safety (Unstated)

Law & Order (Unstated)

Environmental Implications (Unstated)

Notes from Budget-Setting T&F Group Meeting

at The Guildhall, Mill Street Ludlow

on Thursday 20th November 2025, at 9:30 am

Attended by: Cllrs Cowell, Lyle, Owen, Taylor (Chair), Scott-Bell, Town Clerk, Gina Wilding and Finance Assistant, Lucy Jones.

Apologies from: Cllrs Gill, Ginger, and Hepworth.

NOTES

Earmarked Reserves and Projects:

To make the following recommendations to Full Council:

EMR No.	Name	Balance	Action
321	Capital Reserve Henley Orchard	£2,213.34	Unallocated capital fund – move to EMR Neighbourhood Fund (323)
322	EMR Public Toilets	£26,478.00	Set up site specific EMRs and allocate this EMR between them
325	EMR Play Areas Fund	£51,072.00	Set up site specific EMRs and allocate this EMR between them
327	EMR Skatepark	£997.00	Move to EMR Play Areas Fund (325)
334	EMR Wheeler Play Area Resurface	£2,000.00	Move to EMR Play Areas Fund (325)
341	EMR Signage	£7,117.00	Move to EMR Play Areas Fund (325)
353	EMR Contingency Fund	£55,004.00	Rename Town Walls Legal Costs
359	EMR Large Project Fund	£292,641.10	Rename Devolution Fund
362	EMR Grant Match Funding	£20,000.00	Move to EMR Neighbourhood Plan (363)
365	EMR Staffing Contingencies	£50,000.00	Move to EMR Devolution Fund (359)
366	EMR Legal and Reg Compliance	£30,000.00	Move to EMR Town Wall Legal Costs (353)

			Increase EMR to £200,000.00 from General Fund
368	EMR Mem Bench/Plaque Maintenance	£195.00	Move to EMR Street Furniture (342)

Fee Setting: It was noted that a 3.6% fee increase would be considered by Services Committee on the 26th November 2025.

Draft Budget: Remove budget 4011/119 Buttercross Rates.

Draft Budget Consultation: To draw on the statement approach of Bridgnorth Town Council and to consider a simple survey on existing services and potential additional services to be provided by Ludlow Town Council.

Next meeting: 9:30 am on Tuesday 16th December 2025.

To work towards finalising the budget and precept report.



Statement from Ludlow Town Council

Shropshire Council's worsening financial situation, and its need to consider devolving as yet unidentified services, has the potential to affect communities across the county. In response, Ludlow Town Council is launching a community engagement plan to help inform its approach to Shropshire Council's financial difficulties and to understand our residents' longer-term expectations of their town council.

Following the signing of a Memorandum of Understanding (MoU) with Shropshire Council, Town Councillors have agreed to develop an operational plan focused on delivering improved services and creating an improved environment for residents, visitors, and other stakeholders.

The MoU outlines the principles and areas of cooperation between the two councils, including opportunities to strengthen service delivery and, where appropriate, consider the local devolution of services. Our shared aim is to provide the best possible services in a cost-effective way for our residents.

We have already begun discussions with Shropshire Council to identify areas where Ludlow Town Council may be able to offer additional support. However, residents should be aware that any extra responsibilities taken on by the town council are likely to result in additional costs, which would potentially need to be reflected in the council tax householders pay. It is too early to provide an estimate of costs.

This comes at a challenging time as we prepare the budget for 2026/2027. We are acutely aware of the impact this may have on council tax levels, but we must also consider the wider implications of changes, and a potential reduction in services at the county level, and act in the best interests of our community.

It is therefore essential that we hear from residents about what they want their Town Council to prioritise in the coming years. We will be strengthening our communication through a range of channels, including surveys and community meetings, to ensure everyone can share their views.

Ludlow Town Council's achievements this year reflect our commitment to safety, community support, and continual improvement. We hope residents feel proud of the progress made, including:

- More than doubling Ludlow's CCTV coverage, adding number plate recognition cameras on key routes and extending surveillance far beyond the town centre.
- Refurbishing the Mill Street bus shelter.
- Working in partnership with Hands Together, Ludlow and Shropshire Council to deliver a food resilience project.
- Supporting market traders by improving the infrastructure of Ludlow market; and launching an improved website – www.ludlowmarket.co.uk
- Installing a new audio system to improve sound quality at Town Council meetings.

- Encouraging volunteers to improve the ecology and environment at Henley Road Cemetery and St. John's Gardens
- Working with local children and community groups to create the beautiful poppy waterfall, symbolising respect, and remembrance.

We will continue to keep residents informed as our discussions with Shropshire Council develop.

We invite you to share your ideas about what matters most to you, your opinion matters.

Please complete our survey: [\[link\]](#)

Paper copies available from The Guildhall, Mil Street, Ludlow SY8 1AZ. T: 01584 871 970

Open for comments until 2 January 2026.

Ludlow Town Council: Shaping Our Future Together

Ludlow Town Council is developing plans to protect and improve local services, the environment, and community wellbeing. As we prepare for the year ahead, we want to hear from residents about what matters most and where the Town Council should focus its efforts

* 1. Please select the Town Council Services you value most (please select up to 5).

- | | | |
|---|---|---|
| ☐ Allotments | ☐ Floral displays | ☐ Parks and green spaces |
| ☐ Bus shelters and benches | ☐ Henley Road Cemetery | ☐ Play areas |
| ☐ Cameras and CCTV maintenance | ☐ Ludlow Market street lighting | ☐ Public toilets |
| ☐ Christmas Lights | ☐ Ludlow Market and street trading | ☐ Support for community groups and charities |
| ☐ Civic and Community events | ☐ Ludlow Museum at the Buttercross | |

* 2. Thinking about all services, how would you rate your satisfaction with Ludlow Town Council?

Very dissatisfied

Very satisfied

☐

* 3. Overall, how confident are you that the Town Council is acting in line with community interests?

Not at all confident

Very Confident

☐

* 4. How important is it to enhance the following services?

	Very Important	Important	Neutral	Not Important	Not very Important
Public planting and floral features	☐	☐	☐	☐	☐
Flytipping removal and Graffiti	☐	☐	☐	☐	☐
Paths and verge maintenance	☐	☐	☐	☐	☐
Street Cleaning	☐	☐	☐	☐	☐
Henley Road Cemetery	☐	☐	☐	☐	☐
Ludlow Museum	☐	☐	☐	☐	☐
Ludlow Market	☐	☐	☐	☐	☐

5. What should be the Town Council's top priority over the next five years?

6. Would you like to share any additional thoughts about local services or the future of Ludlow?

* 7. Please indicate which areas should be prioritised if additional funding was made available.

- ☐ Improving parks and green spaces
- ☐ Increasing youth and community services
- ☐ Investing in cultural areas such as Library and Museum
- ☐ Keeping streets clean and tidy
- ☐ Keeping people safe
- ☐ Town centre upkeep
- ☐ Other (please specify)

8. How well informed do you feel about the work of Ludlow Town Council?

- ☐ Extremely well informed
- ☐ Very well informed
- ☐ Somewhat informed
- ☐ Not so well informed
- ☐ Not at all well informed

9. What communication channels do you use to access information about the Town Council?

[illegible]

Item 14.

COMMUNICATIONS TASK & FINISH GROUP
UPDATE



Communications Task & Finish Group Update

Report No. FC/25/27

**Full Council
1st December 2025**

1. INTRODUCTION

- 1.1 This report sets up the work and recommendations of the Communications Task and Finish Group for the period July to November 2025.

2. RECOMMENDATION

- 2.1 To adopt the improved Community Engagement Strategy that supersedes the existing strategy from point 4 onwards.
- 2.2 To approve the strapline *Looking After Ludlow's Future* and that the T&F group develop an ambitious action plan to support this aspiration. The plan would be subject to approval by Full Council.
- 2.3 That the Communications T&F group refocuses on the original remit to review council's communications policies and protocols to create a user-friendly suite of policies that strengthen the council's engagement with the community.
- 2.3 That the T&F reports back to Full Council in April 2026.

3. BACKGROUND

- 3.1 In July 2025, a Communications Task and Finish Group was set up by Full Council. Communications and Marketing Officer Kim Pickford, working in collaboration with the Task and Finish Group and the Town Clerk, has taken the lead on developing the desired improvements.

The remit of the group was to review the policies and protocols of the Council relating to the use of, and interaction with, the media (including press, broadcasting and social media) and to consider the Council's relationship and communications with the local community, review the relevant strategy and prepare an action plan for strengthening engagement with the community.

The Task and Finish Group set a target date to report back to Full Council in December 2025.

4. CURRENT SITUATION

- 4.1 The Communications T&F group has worked with a strong sense of the imminent change that is underpinned by the new term of the council and the unfolding financial crisis in Shropshire Council.

To date the group has met four times on 28th August, 25th September, 24th October and 21st November. The notes from these meetings are **APPENDED** to this report.

- 4.2 The T&F group looked at the council's communications policies and agreed that they require additional reviews to simplify and unify the content, ensuring a more user-friendly suite of policies. The detail of this work is yet to be undertaken.
- 4.3 The T&F group has reviewed the existing Community Engagement Strategy, and draft an improved communication strategy, which supersedes the existing Community Engagement Strategy from point 4 onwards – and is **APPENDED** to the report. The T&F group has also worked on a new strap line including preliminary consultation, which is feedback in the relevant meeting notes.
- 4.4 The T&F has also collaborated with the Budget T&F to develop their initial ideas for the budget consultation into the final draft document.

Town Clerk
November 2025

Implications

Wards Affected (All)

Financial (Unstated)

Health & Safety (Unstated)

Law & Order (Unstated)

Environmental Implications (Unstated)

Notes from Communications Strategy Task and Finish Group

On Thursday 28th August, The Guildhall, Mill Street at 10am

Attendees: Cllrs, Cowell, Lyle, Maxwell-Muller, Owen, and Parry (to be added to the membership at the next Full Council meeting), Kim Pickford, Marketing and Communications Officer, and Gina Wilding, Town Clerk.

Apologies: Cllrs Childs, and Scott Bell.

- Cllr Ian Maxwell-Muller was unanimously elected Chair - nominated by Cllr Lyle and seconded by Cllr Owen.
- Marketing and Communications Officer, Kim Pickford presented the social media and website insights - **attached for further information.**
- Kim talked the group through a review paper detailing Council audiences, relevant communication channels (both currently used and suggestions to be used), opportunity areas, and metrics for measuring success – **the paper is attached for information.**
- Exploring and planning **Councillor Surgeries** was identified as a topic for the next meeting. Specific points of interest included locations for surgeries throughout the parish (wards), open air 'Chat and Sip' gazebo surgeries on the Events Square, perhaps online surgeries (Facebook), groups of Cllrs holding surgeries as well as one-to-one sessions.
- Engaging with young people (college students or school students) through an interactive **TikTok** video project was also put forward for further discussion at the next meeting as a way for the Council to develop of a TikTok channel.
- The next meeting was agreed for 2:30 pm on Thursday 25th September 2025 at the Guildhall.
- There is the option for the group to agree to invite an external consultant when relevant topics are considered at future meetings.

Notes:

The T&F group reviewed the TOR – key points identified below:

Purpose: To review the policies and protocols of the Council relating to the use of, and interaction with, the media (including press, broadcasting and social media) and to consider the Council's relationship and communications with the local community, review the relevant strategy and prepare an action plan for strengthening engagement with the community."

Target date of completion: December 2025

It was suggested that:

- Policies should be streamlined / simplified.
- The strategy needed more substance, and the protocols should remain distinct from the strategy.
- There should be a separate action / marketing plan to identify / quantify deliverables from the strategy.

There was a brainstorming session for key messaging to drive across socials, with action for KP to weave into reviewed comms strategy linking to segments. Additional columns could also identify the relevant service areas.

Key Messaging Notes: (grouped)**Governance & Community Values**

- Prudent Financial Management
- Transparent & Accountable
- In Touch with Communities
- Active Listening & Approachability
- Collaborative & Conduit for Partnership

Local Economy & Identity

- Supporting Local Economy
- Tourism & Museum Engagement
- Proud of Ludlow
- Market Presence & Signage

Wellbeing & Environment

- Environmentally Aware
- Health Through Open Spaces
- Looking After & Caring
- Supporting Youth
- A Safer Town

Social Impact

- Engage with Charities
- Inclusive & Caring Culture

Discussion around developing strap line to accompany logo.

Strapline ideas: *Love Ludlow* (adopted by Chambers of Trade), *Looking After Ludlow*

Comms Task and Finish Group – Meeting Notes (Friday 24th October)

Attendees: Cllrs, Cowell, Lyle, Maxwell-Muller, Owen, Scott-Bell and Parry, Kim Pickford, Marketing and Communications Officer, and Gina Wilding, Town Clerk.

Apologies: Cllrs Childs

Next Meeting: Friday 21st November, 10:30am

Strap Line Development

- Reviewed the pre-read document: *Key Messaging / Strap Line Concept, Proposal and Plan*.
- Initial strap line: *'Looking After Ludlow'*.
- Further brainstorming led to alternative ideas:
 - *Working Hard for Ludlow*
 - *Looking Forward for Ludlow*
 - Evolved concept: *'Looking After Ludlow's Future'*.
- Discussed conducting a small sampling of the strap line across a cross-section of the community before the next meeting.
- Action: GW to provide a list of organisations for KP to contact for sampling.

Community Engagement

- Ideas shared around engaging local schools in a future competition exploring what the strap line means to them.
- Reviewed the *Community Engagement Strategy* document.
- Noted that 'Key Messaging' and 'Services Provided' had been added by KP to the proposed amendment document based on *'Looking After Ludlow'* and will need to be slightly adapted with adoption of *'Looking After Ludlow's Future'*.
- Action: KP to revisit the document to reflect the updated strap line.

Monitoring & Evaluation

- Query raised regarding Section 5: *Measuring Success*—clarification needed on *where* success metrics will be reported.
- Discussion around Visit Shropshire's insight reports and dashboard trends.
- Action: KP to raise questions in upcoming meeting with Visit Shropshire.

Comms Task and Finish Group – Meeting Notes (Friday 21st November)

Attendees: Cllrs, Cowell, Maxwell-Muller, Owen, Scott-Bell and Parry, Kim Pickford, Marketing and Communications Officer, and Gina Wilding, Town Clerk.

Apologies: Cllrs Childs, Lyle

Next Meeting: Friday 9th Jan 2026, 10:30am

Updates on Previous Actions (KP)

1. **Visit Shropshire insights** – available, but meeting with VS still to be scheduled (rollover action).
2. **Documents updated** – strapline incorporated into previous documents.
3. **Feedback outreach** – contacted 12 organisations; responses received from 2 (Chambers of Trade and Ludlow Youth Club).
 - Strapline feedback and recommendations document circulated as pre-read.
 - Group welcomed youth input; feedback was reasonably favourable.
 - Task considered complete, strapline agreed.
 - VP requested list of organisations contacted and copy of outreach email.

Discussion Points

- **Community education & sentiment feedback**
 - Need to show residents what LTC has achieved and capture ongoing sentiment.
 - Agreed to explore **periodic, multi-channel consultations** (digital platforms plus print options such as inserts in *Local Ludlow* magazine).
 - Emphasis on fostering a **two-way conversation** to ease tensions at future Town Residents meetings.
- **Understanding LTC's role**
 - How to better explain what LTC does and does not do.
 - Example noted: Shrewsbury's updated "honeycomb" infographic.
- **Budget / Devolution survey**
 - To be developed for the December Full Council.
 - Transparency around budget and communication methods discussed to be followed up in subsequent T&F meetings.

AOB

- **1 Dec** – Alex Wagner attending Full Council to provide an update on devolution.
- Group will continue into next year, but strategy update to be delivered to Full Council in December.

Actions

1. GW to write report for FC to consider and approve of the T&F group recommendations - including the budget consultation / survey
2. KP to work with ISB to create **Budget Devolution Survey** (for December FC).
3. KP to provide list of organisations contacted and copy of outreach email.
4. KP to work with ISB on **Sentiment Consultation** – to go live end of January.



Community Engagement Strategy

Adopted by Council 14th May 2014
Adopted by Council 16th September 2019

Ludlow Town Council

Community Engagement Strategy

1. Introduction

Ludlow Town Council has developed a community engagement strategy with the aim of constructing a standard for engagement with its residents and partners. It recognises that the services it provides must reflect the needs of its parishioners and the locality.

Ludlow Town Council strongly believes that its residents should be involved in decisions affecting them and their neighbourhood and in shaping the future of their town.

2. Aims

The aim of the strategy is to improve the way in which the Council engages and consults its residents and partners on important issues by:

- Informing, consulting and involving, being inclusive and engaging with all of its residents and partners;
- Ensuring views are listened to and used to develop, enhance and improve services, the environment and the quality of life for residents.

3. Objectives

- To improve, plan and shape the future of the town according to local needs and priorities.
- To improve the quality and delivery of services
- To use engagement to inform decision making, ensuring decisions are fit for purpose and meet the needs of the town
- To enhance the wellbeing of the town
- To be stronger, more active and cohesive town

4. How this will be achieved

Community engagement will be achieved by Ludlow Town Council by communicating, consulting, supporting and working together with its residents. The Council will be open and accountable in its dealings with residents and the community. It will make information on its policies and procedures freely available.

4.1 Communication

Communicating with members of the town will be achieved in many ways to ensure all sections of the community are reached.

The Buttercross Bulletin, which is available from outlets in the Town, the local Library and the Town Council website, informs residents on important issues and is a medium for consultation and include articles on topical issues.

The Town Council's Website has a wealth of local information and is updated regularly. Special events and important notices will continue to be added, along with public consultations. All agendas are advertised as required under the Local Government Act 1972, including on the website, and minutes of the meetings are included on the website within 10 working days of approval at the meeting.

Facebook and Twitter

Special events and important notices will continue to be added.

Information leaflets are available from the Council's office and can also be downloaded from the website. New leaflets will be added as necessary.

Meetings of the Council are open to the public and include an opportunity for members of the town to engage with Councillors. All meetings include an adjournment for public participation and start at 7:00pm.

Council's Noticeboards will be used to convey information to residents, dates of meetings and agendas.

Town Council Office is required to play a neutral role so that residents can be fully involved and be confident that they are receiving unbiased information and support. This neutral involvement allows more flexibility in the service and the personal element of the contact hopefully encourages more involvement from the hard to reach members of the community.

4.2 Consultation

Consulting all parishioners on important issues will be key to the strategy. It will ensure those most affected are able to put forward an opinion and given the opportunity to make a difference.

The aim of all consultations is to include all members of the town by identifying the hard to reach groups such as youths, the elderly, the housebound, the disabled, ethnic minorities etc. This will be done via social media, the Town Council website, Newsletter and local press.

4.3 Support

Supporting local organisations engaging with them to assist them in meeting their own aims and objectives, where appropriate and if possible.

Supporting local projects and participating in local events will raise the awareness of the Council and its aims and objectives.

Supporting members of the town in shaping the future of their town will bring about a more cohesive community.

The Council will be receptive to requests from residents or communities and will attempt to be flexible in order to ensure their opinions are known not only to the Town Council but also to other organisations. This may be by including an item for discussion on an agenda, allowing a group to put their opinions into an official

report undertaken by the Town Council or by meeting young people at a local playground.

4.4 Acting Together

Acting together with residents and partners in finding solutions to local problems will ensure they will be accepted and fit for purpose.

Acting together to carry out agreed action plans, will engage the community in working with the Council to enhance the environments and the quality of their lives.

Acting together in decision making and policy drafting will ensure they have a voice and can make a difference.

5. Measuring Success

Success will be measured by predefined targets, including an annual review, consultation outcomes, monitoring residents' participation in consultation processes and increase involvement in local projects and events.

6. Strategy Reviews

Annual reviews of the consultation processes and results will be used as a continual improvement process for changes or amendments to the strategy.

Ludlow Town Council Community Engagement Strategy (proposed amendments)

Section 4.1: COMMUNICATION

‘Communicating with members of the town will be achieved in many ways to ensure all sections of the community are reached’

Audience Segmentation & Tailored Messaging

Segment	Needs & Interests	Messaging Style	Key Messaging	Preferred Channels	Services Provided
Youth (11-16)	Identity, creativity, voice, opportunities	Playful, visual, interactive	<i>“Looking After Ludlow’s Future -Your voice matters in Ludlow”</i>	TikTok, Instagram, X	Youth consultations, school visits, museum workshops, creative challenges, play area maintenance, grant funding SYA youth club and SSYF activities, encouraging young people to explore business with low set up costs on the market.
Families & Parents	Events, safety, education, local services	Warm, informative, community-focused	<i>“Looking After Ludlow’s Future - Safe, supportive, and full of family fun”</i>	Facebook, Website, Newsletter, Instagram	Playground, recreation area, skate park provision, with benches, litter bins, and public toilets, family-friendly events, wellbeing initiatives, local safety updates, bus shelters, Christmas lights. Town Centre shopping at Ludlow market.

Segment	Needs & Interests	Messaging Style	Key Messaging	Preferred Channels	Services Provided
Adult/ Retiree	Heritage, accessibility, civic pride	Respectful, nostalgic, clear	<i>“Looking After Ludlow’s Future - Preserving Ludlow’s charm, together”</i>	Local press, printed flyers, Facebook	Museum exhibitions, printed info, cemetery care, civic updates, Senior’s Christmas party, Christmas lights, Town Centre shopping at Ludlow market.
Local Traders & SMEs	Promotion, collaboration,	Professional, supportive, data-driven	<i>“Looking After Ludlow’s Future - Supporting Ludlow’s local economy”</i>	Instagram, Website, Email	Town Centre trading position, dedicated market website promoting their business, Market management, trader promotion, signage support, collaborative campaigns, specialist market booking
Visitors & Tourists	Attractions, events, local charm	Visual, inviting, experience-led	<i>“Looking After Ludlow’s Future - Discover Ludlow’s heart”</i>	Instagram, Facebook, Website	Local Museum, access, town centre market events, town signage, seasonal promotions, amenities, green spaces, benches, litter bins.
Civic Stakeholders	Transparency, strategic planning, updates	Formal, concise, informative	<i>“Looking After Ludlow’s Future - Investing in</i>	Website, Council meetings, LinkedIn	Public meetings and consultations, social media, websites, strategic planning updates, meeting minutes,

Segment	Needs & Interests	Messaging Style	Key Messaging	Preferred Channels	Services Provided
			Ludlow's future"		collaborative project facilitation

Multi-Channel Communications Framework

Digital Channels:

LTC website: Central hub for agendas, minutes, consultations, news articles, documents, link to new Market website, point of contact, (opportunity: *youth hub*).

Museum website: Advertise events and exhibitions, opening times, map and points of interest, artifacts.

Market website: Market info, Specialist market booking, advertise trader profiles, documents.

Social Media:

LTC Facebook: Community updates, Civic updates, Town Crier proclamations, relative segment focussed content, events promotion, collaborative project support, community engagement for consultations etc.

LTC Instagram: Visual civic/community updates, event promotion.

Market Facebook: Regular Market promotion, event reminders, longer form posts trader profiles.

Market Instagram: Daily Market promotion through video, Hashtag campaigns, user generated content.

Museum Facebook: Event and exhibition announcements, practical information.

Museum Instagram: Exhibition info, hashtag strategy.

(Future opportunity areas)

X¿Interviews with Market traders/staff/councillors, behind-the-scenes/day in the life of Mayor, civic explainers (appropriate for Market, LTC & Museum channels).

TikTok¿Youth-led content, challenges, local history snippets (appropriate for Market, LTC & Museum channels).

LinkedIn; Ludlow Town Council opportunity to highlight policy good-news stories, networking, promote collaborative opportunities.

Traditional Channels:

- Council noticeboards: Event posters, marketing.
- Local Press & Radio: Press releases sent to traditional print and online papers.
- Printed Leaflets/posters: Available at Council office, library, GP surgeries, schools (such as calendar of events)
- Magazines(print/online): Local to Ludlow, Visit Shropshire (incl. use of events space) various travel and coach magazine inserts, local business publications ie Assembly Rooms what's on.
- Buttercross Bulletin: Quarterly printed newsletter with civic updates and consultations.

In-Person & Community Engagement:

- Public Meetings: Open forums with public participation slots
- Pop-Up Consultations: Market stalls, playground visits, school/college assemblies.
- Town Council Office: Neutral, welcoming space to liaise with knowledgeable staff about queries and feedback.

Section 4.2: CONSULTATION

‘Consulting all parishioners on important issues will be key to the strategy. It will ensure those most affected are able to put forward an opinion and given the opportunity to make a difference.

The aim of all consultations is to include all members of the town by identifying the hard-to-reach groups such as youths, the elderly, the housebound, the disabled, ethnic minorities etc’

Consultation & Feedback Mechanisms:

- Surveys: Online/web link shared to relevant digital channels.
- Community Panels: Thematic focus groups (e.g. transport, environment, youth).
- Feedback Loops: “Before and after” updates in newsletters and online.

- Councillor direct engagement with youth segments.

Section 4.3: SUPPORT

‘Supporting local organisations engaging with them to assist them in meeting their own aims and objectives, where appropriate and if possible.

Supporting local projects and participating in local events will raise the awareness of the Council and its aims and objectives.

Supporting members of the town in shaping the future of their town will bring about a more cohesive community.

The Council will be receptive to requests from residents or communities and will attempt to be flexible to ensure their opinions are known not only to the Town Council but also to other organisations. This may be by including an item for discussion on an agenda, allowing a group to put their opinions into an official report undertaken by the Town Council or by meeting young people at a local playground.’

Collaboration & Support:

- Partner with charities, schools, youth clubs, traders, and cultural groups.
- Support local events and initiatives with promotional assets and presence.
- Offer co-branded campaigns with community organisations.

Brand Voice & Identity:

- Tone: Warm, inclusive, professional with humanised touches.
- Visuals: Use emojis, bold imagery, and accessible design.
- Consistency: Align across all platforms with Ludlow’s values, developed strapline and branding

Section 5: MEASURING SUCCESS

‘Success will be measured by predefined targets, including an annual review, consultation outcomes, monitoring residents’ participation in consultation processes and increase involvement in local projects and events.’

Measurement & Evaluation

Reportable to Services Committee.

Metric	Method	Frequency
Website traffic & engagement	Google Analytics	Quarterly
Social media reach & sentiment	Platform insights + comment analysis	Monthly
Consultation participation	Survey response, event attendance	Ongoing
Community feedback	Quality input from SM, meetings	Ongoing
Strategy impact	Annual review	Annually

Section 6: STRATEGY REVIEWS

‘Annual reviews of the consultation processes and results will be used as a continual improvement process for changes or amendments to the strategy.’

Continuous Improvement

- Data led annual strategy review, feedback, and evolving community needs
- Regular review to refine messaging and outreach
- Pilot new channels and formats (e.g. podcasts)

Key messaging/ strap line concept, proposal and plan

This document presents the outcomes of the key messaging and strapline brainstorming session held by the Comms Strategy Task & Finish Group on 25/9/2025. It includes the proposed adoption of *Looking After Ludlow* as a central strapline for Ludlow Town Council, along with a social media rollout plan scheduled for implementation in early 2026.

1) Key messaging ideas brainstormed (grouped):

Governance & Community Values

- Prudent Financial Management
- Transparent & Accountable
- In Touch with Communities
- Active Listening & Approachability
- Collaborative & Conduit for Partnership

Local Economy & Identity

- Supporting Local Economy
- Tourism & Museum Engagement
- Proud of Ludlow
- Market Presence & Signage

Wellbeing & Environment

- Environmentally Aware
- Health Through Open Spaces
- Looking After & Caring
- Supporting Youth
- A Safer Town

Social Impact

- Engage with Charities
- Inclusive & Caring Culture

2) Strap line ideas discussed during meeting:

Love Ludlow is actively used by Ludlow Chamber of Trade and other local businesses to promote the town, especially in tourism, retail, and events.

Alternatives:

- *Ludlow Together*
- *Ludlow Cares*
- *Ludlow Listens*
- *Ludlow Spirit*
- *Ludlow Life*
- *Heart of Ludlow*
- *Ludlow Supports*
- *Local Loyalty, Ludlow Love*
- *Caring, Connecting, Committed*
- *Pride, Purpose, People*
- *Transparent, Trusted, Together*
- *Serving, Supporting, Strengthening Ludlow*

Looking After Ludlow is warm, clear, and quietly powerful. Speaks to all ages, all areas of council work, from playgrounds to cemeteries, markets to wellbeing. Suggests care, stewardship, and pride without being heavy-handed. Simple enough to stick, meaningful enough to matter.

Opportunity to add a subtitle or tagline for campaigns:

(examples – dependant on purpose)

- *Looking After Ludlow — Every Street, Every Voice*
- *Looking After Ludlow — From First Steps to Final Rest*
- *Looking After Ludlow — With Pride and Purpose*

Pair with visuals:

A collage of Ludlow landmarks, community faces, green spaces, and market scenes would reinforce the message beautifully.

Use in tone-setting intros:

“At Ludlow Town Council, we’re committed to *Looking After Ludlow* — its people, places, and future.”

3) Other strap line ideas for consideration:

Warm & Community-Focused

- *Rooted in Ludlow. Working for You.*
- *Proud of Ludlow. In Touch with You.*
- *Listening, Caring, Leading.*
- *Together for Ludlow.*
- *Your Town, Your Voice, Our Commitment.*

Professional & Strategic

- *Transparent. Accountable. Local.*
- *Strong Values. Clear Direction.*
- *Investing in Ludlow's Future.*
- *Collaborating for a Safer, Greener Town.*
- *Focused on What Matters.*

Forward-Thinking & Inclusive

- *Caring for Today. Planning for Tomorrow.*
- *Inclusive by Nature. Strategic by Design.*
- *Environmentally Aware. Community Driven.*
- *From Market to Museum — Ludlow Leads.*
- *Open Spaces. Open Conversations.*

4) External research:

4.1) Existing strap lines locally used:

None of the straplines proposed above — such as *Rooted in Ludlow. Working for You.* or *Listening, Caring, Leading.* — appear to be in use by other groups or businesses in Ludlow based on current public materials and branding.

Most Ludlow-based organisations and businesses tend to use descriptive or location-based phrases rather than formal straplines. For example:

- **Ludlow Food Festival** often uses phrases like *Celebrating Local Flavours* or *A Taste of Ludlow* in promotional materials.

- **Ludlow Castle** leans into historical identity with terms like *Step into History* or *Discover Ludlow's Past*.
- **Ludlow Assembly Rooms** uses practical messaging like *Your Venue for Film, Theatre, Music & More*.
- **Local shops and markets** tend to highlight products or heritage (e.g. *Handmade in Ludlow, Locally Sourced*), rather than using fixed straplines.

This means there's a clear opportunity to introduce a distinctive, values-driven strapline for Ludlow Town Council — something that reflects role, tone, and connection to the community.

4.2) Popular Ludlow-related hashtags

- **#LudlowMarket** – used by traders and the council to promote market days and stalls
- **#LudlowLife** – captures lifestyle, community, and scenic charm
- **#VisitLudlow** – often used by tourism boards and hospitality venues, incl. #VisitShropshire
- **#ShopLocalLudlow** – encourages support for independent businesses
- **#HistoricLudlow** – used by heritage sites and cultural groups
- **#LudlowCastle** – popular with visitors and local history accounts
- **#LudlowEvents** – used to promote community happenings
- **#LudlowFoodFestival** – tied to the annual event, but sometimes used year-round

5) Strapline Proposal: Introducing *Looking After Ludlow*

Following extensive exploration of council values, community priorities, and local branding trends, I propose the adoption of *Looking After Ludlow* as the primary strapline for Ludlow Town Council's marketing and communications campaigns.

Rationale

Looking After Ludlow encapsulates the Council's core commitments: care, stewardship, inclusivity, and pride in place. It is warm, clear, and quietly powerful - resonating across generations and sectors. The phrase is simple enough to be memorable, yet rich enough to carry meaning across diverse areas of council work, from playgrounds to cemeteries, markets to wellbeing initiatives.

Unlike existing local branding, which tends to focus on tourism or commercial identity (e.g. Love Ludlow, Visit Ludlow, Shop Local Ludlow), this strapline introduces a values-driven narrative that reflects the Council's unique role in civic life. It is not commercially competitive, but complementary - positioning the Council as a caring, listening, and proactive presence in the town.

Strategic Use

Looking After Ludlow can be introduced across appropriate Council-led campaigns and platforms, including:

- **Print and Digital Collateral:** Posters, leaflets, magazine write-ups, and Council website
- **Social media:** Paired with hashtags such as #LudlowLife, #LudlowCares, and #LookingAfterLudlow
- **Event Branding:** Used in signage and intros for community events, museum activities, and other specific initiatives
- **Tone-Setting Messaging:** Featured in opening lines of Council communications (e.g. "At Ludlow Town Council, we're committed to Looking After Ludlow — its people, places, and future.")

Optional Subtitles for Campaigns

To tailor messaging for specific initiatives, the strapline can be extended with campaign-specific subtitles. Examples include:

- *Looking After Ludlow* — Every Street, Every Voice
- *Looking After Ludlow* — From First Steps to Final Rest
- *Looking After Ludlow* — With Pride and Purpose

These extensions allow flexibility while maintaining a consistent emotional and strategic tone.

Visual Integration

Opportunity to pair the strapline with a collage-style visual identity featuring Ludlow landmarks, community faces, green spaces, and market scenes. This reinforces the message of collective care and local pride, while offering visual warmth and recognisability.

Summary

Looking After Ludlow offers a unifying, emotionally resonant identity for Ludlow Town Council. It reflects the Council's values, complements existing local branding, and provides a flexible yet consistent foundation for future campaigns. Its introduction will

strengthen public engagement, reinforce trust, and celebrate the Council's role in shaping Ludlow's wellbeing and future.

6) Social Media Rollout Plan (Jan 2026): *Looking After Ludlow*

Phase 1: Tease & Introduce (Weeks 1–2)

Objective: Build curiosity and gently introduce the strapline.

- **Post Theme:** “What does it mean to look after Ludlow?”
- **Visuals:** Soft-focus images of Ludlow's green spaces, market scenes, and community moments.
- **Caption Style:** Warm, reflective, inviting. Example: “From playgrounds to public gardens, from market stalls to museum steps — we're here, looking after Ludlow. #LookingAfterLudlow”
- **Hashtags:** #LookingAfterLudlow #LudlowLife #LudlowCares
- **Engagement Prompt:** Ask followers to share what “looking after Ludlow” means to them.

Phase 2: Embed & Expand (Weeks 3–6)

Objective: Reinforce the strapline across council services and campaigns.

- **Weekly Themes:**
 - Week 3: *Looking After Ludlow — Every Street, Every Voice* (focus on community listening and accessibility)
 - Week 4: *Looking After Ludlow — With Pride and Purpose* (highlight council achievements and local pride)
 - Week 5: *Looking After Ludlow — From First Steps to Final Rest* (emphasise care, e.g. youth services, cemeteries)
 - Week 6: *Looking After Ludlow — Through Open Spaces and Open Conversations* (environment and wellbeing)
- **Visuals:** Collage-style graphics, short video clips, and quote cards from residents or councillors.
- **Cross-Platform Use:** Facebook, Instagram, X (Twitter). Include alt text for accessibility.
- **Stories/Reels:** Use short clips of Ludlow scenes with voiceover or text overlays of the strapline.

Phase 3: Community Activation (Weeks 7–10)

Objective: Encourage public ownership and interaction.

- **Campaign:** “Looking after Ludlow Together”
- **Tactics:**
 - Invite user-generated content (photos, stories, short videos)
 - Feature local heroes: traders, volunteers, youth leaders
 - Run a hashtag challenge: #MyLudlowCareMoment
- **Visuals:** Branded templates for community submissions

Phase 4: Long-Term Integration (Ongoing)

Objective: Make the strapline a familiar, trusted part of Council identity.

- **Standard Use:** Include *Looking After Ludlow* in:
 - Council announcements
 - Event promotions
 - Seasonal campaigns (e.g. winter wellbeing, summer safety)
- **Tone Setting:** Begin newsletters and press releases with a short intro using the strapline.
- **Visual Consistency:** Recurring use with logo to reinforce brand identity.

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7) Strapline Evolution Update (T&F Group Meeting 24/10/25)

Following further discussion at the Comms Strategy Task & Finish Group meeting on 24/10/2025, the proposed strapline evolved from *Looking After Ludlow* to *Looking After Ludlow’s Future*. This refinement reflects the Council’s growing emphasis on forward-thinking stewardship, sustainability, and inclusive planning. While the original phrase captured warmth and care, the updated version adds a strategic dimension — signalling the Council’s commitment not only to present wellbeing, but to shaping Ludlow’s long-term resilience and prosperity. It resonates across generations and sectors, offering a unifying message that honours Ludlow’s heritage while embracing its potential.

Updated Subtitle Examples and SM Rollout Plan

Updated Subtitle Examples

Replace the original campaign extensions with these future-facing alternatives:

- Looking After Ludlow's Future — Every Street, Every Voice
- Looking After Ludlow's Future — With Pride and Purpose
- Looking After Ludlow's Future — For Generations to Come
- Looking After Ludlow's Future — Through Open Spaces and Open Conversations
- Looking After Ludlow's Future — Together We Grow
- Looking After Ludlow's Future — Safe, Green, and Thriving
- Looking After Ludlow's Future — From First Steps to Forward Thinking

These maintain emotional resonance while adding a strategic, inclusive tone.

Updated Social Media Rollout Plan

Phase 1: Tease & Introduce (Weeks 1–2)

Objective: Build curiosity and gently introduce the evolved strapline.

Post Theme: “What does it mean to look after Ludlow's future?”

Visuals: Soft-focus images of Ludlow's green spaces, market scenes, and intergenerational moments.

Caption Style: Warm, reflective, forward-looking.

Example:

“From playgrounds to public gardens, from market stalls to museum steps — we're here, looking after Ludlow's future. #LookingAfterLudlowsFuture”

Hashtags: #LookingAfterLudlowsFuture #LudlowLife #LudlowCares

Engagement Prompt: Ask followers to share what “looking after Ludlow's future” means to them.

Phase 2: Embed & Expand (Weeks 3–6)

Objective: Reinforce the strapline across council services and campaigns.

Weekly Themes (examples):

- Week 3: *Every Street, Every Voice* — focus on community listening and accessibility
- Week 4: *With Pride and Purpose* — highlight council achievements and local pride

- Week 5: *From First Steps to Forward Thinking* — spotlight playgrounds, planning, and Cemetery
- Week 6: *Through Open Spaces and Open Conversations* — environment, wellbeing, and civic dialogue

Visuals: Collage-style graphics, short video clips, and quote cards from residents or councillors.

Cross-Platform Use: Facebook, Instagram, X (Twitter). Include alt text for accessibility.

Stories/Reels: Ludlow scenes with text overlays of the strapline.

Phase 3: Community Activation (Weeks 7–10)

Objective: Encourage public ownership and interaction.

Campaign: *Looking After Ludlow's Future — Together*

Tactics:

- Invite user-generated content (photos, stories, short videos)
- Feature local heroes: traders, volunteers, Civic award winners
- Run a hashtag challenge: #MyLudlowFutureMoment

Phase 4: Long-Term Integration (Ongoing)

Objective: Make the strapline a familiar, trusted part of Council identity.

Standard Use: Include *Looking After Ludlow's Future* in:

- Council announcements
- Event promotions
- Seasonal campaigns (e.g. winter wellbeing, No Mow May)

Tone Setting: Begin newsletters and press releases with a short intro using the strapline.

Visual Consistency: Recurring use with logo to reinforce brand identity.

Item 15.

PROJECTS



**Projects Update
November 2025
Report No. FC/25/28
Full Council
1st December 2025**

1. INTRODUCTION

- 1.1 This report provides an update on the progress of priority projects set in the periods July – September and October – December 2025.

2. RECOMMENDATION

- 2.1 To note the projects updates.
- 2.2 To set priority projects for January – March 2026.

3. BACKGROUND

- 3.1 The Council's Project Action Plan is a live document that records all the projects identified by the council, and records updates on the active projects.
- 3.2 Up until October 2025, the action plan was reported quarterly to Full Council. From October the reporting frequency was increased to monthly.

4. CURRENT SITUATION

- 4.1 The November Project Action Plan is provided in the document pack for this meeting with new updates highlighted in red.
- 4.2 There are not sufficient resources to progress all the projects at the same time. There are currently seven projects being progressed.

4.3 The council identified two sets of priority projects, firstly in July to September, the priority projects were:

- VJ day community event – completed on 15th August 2025.
- CCTV phase II – extended into second quarter.
- Shaping Lives Grant Funded project supporting food resilience in Ludlow – extended into second quarter.

4.4 Second group of priority projects in October to December were:

- CCTV phase II – the majority of the project has been delivered, and plans are in place to deliver the final parts.
- Shaping Lives Grant Funded project supporting food resilience in Ludlow – final print part of the project has been ordered and is due to be delivered by the end of November. Final project report to be provided to FC in January 2026.
- Amplification in the Guildhall chamber – equipment installed on 18th November 2025.

Town Clerk
November 2025

Implications

Wards Affected (All)

Financial (Unstated)

Health & Safety (Unstated)

Law & Order (Unstated)

Environmental Implications (Unstated)

Action Plan 2024 / 25 – Updated October 2025

Governance	Aims	Objectives	Actions	Budget	Completion Date(s)
Minutes	Maintain effective communication.	Councillors and public have access to up-to-date information.	Draft minutes released to Councillors within five working days of completion. Approved minutes appear on website within 10 working days of approval.	102/4000	Ongoing as per meeting calendar. https://www.ludlow.gov.uk/your-council/council-and-committee-meetings
Items to Action (ITA)	Maintain adequate monitoring of items to be actioned.	Timely reporting / monitoring for Council and committee.	ITAs are reviewed and progress reported on a quarterly basis.	102/4000	Ongoing for each committee to note item as per meeting calendar. Full review in March, June, September, and December.
Project updates	Maintain adequate reporting and monitoring of the progress of projects	Councillors and public have access to up-to-date information.	To provide quarterly updates on each stage of projects to completion.	102/4000	Reported to Council in March, June, September, and December.
Governance	Area	Aims	Objectives		Actions
Policies	Improve access to policies.	Easy to read and understand policies.	Update policies on website	102/4000	Ongoing
			Change the format of all 80 policies to the agreed policy template.		Ongoing through P&F Committee
Assets	Improve reporting and budget preparation.	To create an asset register that is easy to integrate and update with a robust audit trail; and create an asset register that supports forward budgeting planning.	Creation of an Asset Disposal Policy and procedure		Completed
			Purchase asset software, train staff, and populate with existing data, and manage ongoing updates.	501/ 4800 £1,500.00	Existing asset register spreadsheet in use. Change to software pending.

Action Plan 2024 / 25 – Updated October 2025

Local Services	Aims	Objectives	Actions	Budget	Completion Date(s)
Town Council Services	To provide a high standard of service provision	To maintain adequate financial, asset, and staffing resources to support a high standard of service. Appropriate annual budgeting process, staff roles and staff management enable the town council to provide a range of services.	• Open spaces, • Play areas. • Life buoys. • Henley Road Cemetery. • The Guildhall customer services, social media and website. • Public meetings. • Civic events, seasonal events • May Fair. • Allotment provision. • Bus shelters, • Litter bins, • public benches. • Ludlow market, • Street trading • Entertainment Square permits. • Ludlow Museum at the Buttercross. • Christmas lights. • Grants. Please visit: https://www.ludlow.gov.uk/your-council/services-we-provide	Precept	Budget setting commenced in August 2024.
Shropshire Council	To support a high standard of service provision in Ludlow and surrounding area.	To find out what services are at risk and any options on offer from SC.	Update: June 2025 • SC released a Devolution Statement in March 2025 - provided to LTC FC in April 2025. • SC figures for landlord repair and maintenance costs for Teme Leisure in Ludlow have been provided to LTC. • LTC is in conversation with SC regarding 11 play areas. • Received and responded to Shropshire Council's new approach to partnership with town and parish councils survey in June 2025; and a youth service focused survey in July 2025.		Ongoing.

Action Plan 2024 / 25 – Updated October 2025

Projects		Aims	Objectives	Actions	Status	Budget / EMR	Completion Date(s)
1	CCTV Priority project October - December 2025.	Increase crime deterrents and detection.	Activate 13 Wi-Fi CCTV cameras	Final stage: Sign off on Faculty from Chancellor of Diocese of Hereford to install WiFi transmitters in the church tower.	Faculty granted 12 April 2024.	EMR 326: £14,796.00	Complete
				Final Stages: Installation of the WI-FI transmitters and activate lines of sight to the CCTV cameras.	Agreement between LTC and PCC signed – May 2024.		Complete
					Initial scoping site visit to the tower undertaken by ORP		Complete
					Detailed plan of works being compiled for approval by PCC.		Completed September 2025
					Electrical install in Church Tower.		Completed 06/10/25
					Transmitter install in church tower and CCTV sites set up by ORP.		Final install arranged for 22 nd and 23 rd October 2025
					As reported to Services Committee on 26th November 2025 - New CCTV locations Cameras are installed at the following sites: • Station Drive near Aldi – 360 degree camera • Corve Street at junction with Station Drive – 360 degree camera • Corve Street near The Compasses – 360 degree camera • Whitbread Road at junction with Sandpits Road (opposite park entrance) – 360 degree camera and anti-vandal spikes • Bromfield Road near the Coronation Avenue junction – ANPR camera and Overview camera		

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					- Henley Road towards Weyman Road junction – ANPR camera and overview camera - Sheet Road by petrol station pedestrian crossing – ANPR camera and overview camera - Lower Broad Street near Ludford bridge lights – ANPR camera and overview camera - Event Square opposite Castle Lodge Buttery – ANPR camera and overview camera. Upcoming CCTV locations: Cameras will shortly be located at the following sites: - Ludlow library (Parkway and entrance side of building) – PTZ camera. - Henley Road by the mini roundabout with Gravel Hill and New Road – Fixed camera and link. - Fishmore Road by the mini roundabout with Raglan Place and Whitbatch Close – ANPR camera and overview camera.		
2	Churchyard Wall	To ensure the council acts in the interests of the residents of Ludlow	To work with partners under a no liability agreement.	To agree a suitable structure for the no liability partnership group.	At FC on 3rd February 2025 FC/320 <u>RESOLVED</u> BW/GG (unanimous) That Ludlow Town Council agrees to take a full and active part in joining the partnership on a no liability basis with the stated aim of pursuing external grant funding for repairing and reinforcing the collapsed section of Ludlow Town Wall, bounding the Garden of Rest adjacent to St. Laurence Church Ludlow. MP wrote to LTC to cancel partnership group meetings. LTC agreed to assist PCC, TWT and SC with works to supporting structures in March 2025.	Contingencies budget: Projacks Tree Services £420.00 – removal of saplings and vegetation	Ongoing Completed on 1 April 2025.

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					14th April 2025 FC/358 RESOLVED BW/TG (10:1:0) To approve the assertion that Ludlow Town Council was not responsible for the collapse of the Town Wall adjacent to St Laurence's churchyard. With due consideration to legal advice, Ludlow Town Council accepts no historical, current, or future liability for either the repair, upkeep or maintenance of the churchyard wall.		
					12th June 2025: Request received from TWT for further financial assistance. Approved: FC on 23rd June. TWT also approached SC to undertake the works.	£1,500.00	
					At FC on 24th September 2025, T&F group set up. Information gathering letter sent to PCC solicitor.		
					T&F group updates report to FC on 1st December 2025.		
3	The Guildhall	Improve the council's meeting facilities	Refurbish and improve the Guildhall Chamber.	Final stage: To install electrical sockets on meeting table; install data points; strengthen Wi-Fi signal in chamber; install adequate hearing loop.	May / June / July 2025: Electrical testing works - £3,250.00	EMR 345: £101,000.00	Completed September 2025
					Remedial works required Quotation - £3,475.00		Estimated completion end of February 2026.
		To heat the Guildhall Chamber	To replace the electric heating system	Preliminary Stage: Inspection	Local electrician made initial visit to confirm that current heaters are unusable.		Completed
				Interim stage: Repositioning existing heaters	Existing Infra-red heaters have been repositioned to provide more heat than previously. This has improved the warmth of the room during meetings, but more heating is needed.		Complete.
				Mid stage: Alternative heating being researched.	No immediate local (Shropshire) solution is available. Town Clerk to undertake initial research of HE guidance and suitable companies.		Complete.
				Many of the fixed electric heaters in offices in corridors are old and need replacing, so quotations are being sought for a full replacement of heating at the Guildhall.	Senior Admin Assistant (commenced work in January 2025). Arrange site visits in March / April and follow up visits in June 2025. Estimated costs: £30-40,000. Report to July FC meeting.		Report to July 2025 FC.
				Project costings to be approved by Full Council	At FC on 20/10/25, it was resolved that the quotation of £33,273.09 ex. VAT from Grange Heating be accepted, and the project in a Grade I Listed building progresses to the next stage,		FC on 20/10/25

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					which is detailed sign off by the conservation officer.		
				Final Stage: Conservation Officer approval required.	25/11/25: Site visit with conservation officer and contractor undertaken. Conversation officer to review with colleagues and advise if LBC application is required before works can take place.		
		Improve the internal and external condition of the rear wall.	Inspection of wall six months after initial works completed.	Mid-stage: Liaise with SC CO to inspect the back wall to assess if it requires re-rendering.	CO officer unable to advise directly and local companies will be approached.		Deferred until condition report.
				Final Stage: undertake works agreed with SC CO.	To be covered in condition report.		Deferred until condition report.
		Replacement / Repair of kitchen window – (ground floor).	To make safe.	Approval for works given by Services Committee – 27th November 2024.	25/11/25: Site visit with conservation officer, who advised that paint surface was holding in the moisture and required remedy. Further details to follow in email.		
				Preliminary stage: Seek advice of Conservation officer re: repair / replace options.	CO advised that window is not historic and a like for like repair / replacement would not require LBC; and that a joiner should assess if repair is an option.		
				Mid Stage: Create a specification for either repair or replacement (dependant on advice of the joiner) to include a specification for a safe working platform over the neighbouring extension; and approach three local heritage quality companies for quotes.	Initial site inspection by local firm and discussion with neighbour has led to a timeline of Spring 2026 that encompasses other works due to difficult access. Quotations for works to windows and erecting scaffolding are being sought. 25/11/25: Site visit with conservation officer undertaken – awaiting proposal from contractor for further consultation with the conservation officer.		
				Final Stage: To bring the quotations to FC for approval.			December 2025.
4	The Guildhall & Buttercross	Condition Report for the Guildhall and Buttercross	To create a comprehensive plan to improve / maintain the grade I listed buildings	Approval of the Buildings, Equipment, & Facilities Inspection and Maintenance Policy in July 2024.	Report to FC in June 2025 for approval of seeking quotes for the condition reports. Approved: 23rd June 2025.	EMR 345 - Guildhall £101,00.00	Pending for 2026
5	Henley Road Cemetery	Create sustainable provision for burials and cremated remains in Ludlow.	Bring the final section of the cemetery into active use.	Preliminary Stage: To undertake a ground water survey.	Contract awarded. Works undertaken 11 th & 12 th March 2024 Groundwater Risk Assessment Report received April 2024 – reported to FC in June 2024.	EMR 331: Cemetery £48,167.00	Completed

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				Mid stage: Groundwater Risk Assessment and community needs information to inform design of layout plan	To seek quotes for appropriate layout plan. To identify the community needs, and bring to report to FC in 2026	Quotations for design work for layout plan being sought.	
				Final stages: FC to approve layout plan Engage contractor to undertake ground works.			To be confirmed
6	Market Parking	To reduce unauthorised parking on the Market Square.	To ensure that market traders are not prevented from trading by unauthorised parking.	Mid stage: To work with Shropshire Council to create a parking order for the market square.	September 2024: Shropshire Council Cabinet has made a commitment to undertake the TRO consultation, but no timescale agreed. SC unitary Cllrs to chase. Ludlow Future Partnership has also agreed to chase with highways colleagues. Due to be continued after the election. Portfolio Holder: Cllr David Vasmer, Highways& Environment Assistant Director - Infrastructure: Andy Wilde June 2025: Agenda item to FC with motion ‘that as a matter of urgency Shropshire Council undertakes a public consultation for Traffic Regulation Order under the Road Traffic Regulation Act 1984’ Motion approved, and letter sent to Shropshire Council. Following up with SC portfolio holder in November 2025.	No budget	Ongoing
				Final stage: SC to implement scheme.			TBC
7	Ludlow Market	Maintain safety of the stalls	Safe, clean, bright, and attractive market.	Initial Stage: Seek quotes for repair / maintenance of the market stalls including ground anchors by a metal fabricator.			January 2026
8	Ludlow Winter Festival	To create a sustainable annual festival in November	To consolidate the existing activities and events in the last weekend of November to launch Ludlow’s Christmas campaign.	To contribute to and facilitate meetings with partner organisations to brand the activities as Ludlow Winter festival and agree a programme of sustainable expansion of the festival over a three-to-five-year period.	LWF meetings have taken place in Jan, Feb & March 2025. Social media call out for extra events took place prior to the March meeting. Parking and litter provision need to be considered in 2025.	Revenue budget for Christmas Lights and Event: (111 / 4158) in 2025 is £20,000.00	2022 – 2026 ongoing
9	Castle Gardens	To improve the safety and attractiveness of the gardens outside Ludlow castle.	To replace the posts and chains as necessary and repair	Preliminary Stage: Create a specification and tender for the work.	Services Committee received report in November 2024 and decided to consult with the Civic Society.	No allocated budget – no project costings established to date.	Unspecified.

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			damaged sections of the low retaining wall.				
11	Bus Shelter	To improve the provision of bus shelters in Ludlow.	To refurbish an existing shelter in the 2025 / 26 financial year.	To refurbish the Mill Street bus shelter in the next financial year.		2025 / 26. budget agreed - £16,000	March 2026
					Quotation for Mill Street approved by Rep in March 2025. Colour to be agreed with CO.	Agreed expenditure £3,661.92.00	June 2025
					Henley Road shelter will be refurbished by a company for material costs only.	Paint and material costs only.	March 2026
13	Wheeler Road Recreation Area	To improve sense of youth engagement / ownership of facility.	To improve the facilities.	Preliminary Stage: Install new teen shelter and remove old ones / repaint the MUGA panels / improve surface of paly area and repair safety gates.		EMR 334 Wheeler PlayArea Resurface £13,876.00	February & March 2023
				Mid-stage: graffiti artist to repaint the skate park / install full size goal posts	Progress delayed by onsite vandalism and council has decided that the CCTV cameras need to be active before they will proceed with this project.	EMR 325 Play Areas Fund £17,713.00	
				Final Stage: install a MUGA play surface / increase height of surrounding MUGA fences / install additional seating.	Progress delayed by onsite vandalism and council has decided that the CCTV cameras need to be active before they will proceed with this project.	EMR 325 – Play Areas £51,072.00	Pending
	Henley Helper Volunteer days	To improve community cohesion. To improve biodiversity	To improve community cohesion through volunteer work and improve biodiversity of Henley Road Cemetery site through volunteer projects.	First Monthly Event of 2025 on 1 st April 2025	Social media call out for volunteers. SurveyMonkey sign up process created. Risk assessment and site management plan to be reviewed prior to first event.		Ongoing from April to October 2026.
16	Ludlow Market Street lights	To provide a high standard of service provision	To maintain electricity supply to the market traders and for the Christmas lights.	Contractor began works on site on Tuesday 11 June.	The contractor is only able to work onsite one day a week because markets take place every day except Tuesday, and no work was possible in August because of the Tuesday Makers Markets. Work has progressed well. Update to Services to be made in 2025.	EMR 340 street lighting £4,970.00 301/4222 (2023 / 24 budget cfwd) £5,781.00 301/4222 (2024 / 25 budget) £2,000.00 501/4800 (2024 / 25 budget) £804.00 Total £13,555.00	Commenced November 2025 and ongoing.

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17	Bathing Water Status	To comply with Bathing Water Status requirements of Environment Agency (EA) and Defra.	To develop a good working relationship with the EA.	To create and install the required signage (funded by Defra).	Signage has been ordered – awaiting delivery.	Grant Funded 110 / 1123 £431.00	Installed in October 2024.
				To hold monthly meetings with the EA team.	First meeting took place in August and subsequent monthly meetings timetabled for Town Clerk and Deputy Town Clerk. December 2024 - Ludlow received a poor water status classification – this was expected, and the EA will develop a plan to identify key sources of pollution and improve the water quality over time.		Ongoing
					February 2025 –New Project to Monitor Water Quality at Ludlow Bathing Spot was launched in February 2025. The Environment Agency, with funding from the River Severn Partnership Advanced Wireless Innovation Region, has installed high-tech sensors to track bacteria levels, including E.coli, every day. Initial funding period ends in March 2025. Equipment remains in situ. Further intensive bacteria testing due in August and September 2025 Bathing Season commenced on 15 th May 2025. Signage updated to reflect current poor status. Shropshire Wild Bathing App launched in May 2025. Additional EA 'Hello Lamp Post' signage to help the public access information to be installed at the Linney		Monthly Teams meetings with EA.
18	Ludlow Future Partnership	To bring SC, LTC, and local orgs together in support of achieving common aims to improve Ludlow.	To improve decide on short, mid and long terms projects to improve Ludlow.	To meet quarterly to progress short, mid and long terms projects for Ludlow.	Priorities workshop to take place in October 2024 Inaugural meeting of Ludlow Future Partnership took place in November 2024. A series of quarterly meeting are now due to take place in 2024 / 25 and beyond.	Contingencies Revenue.	Ongoing
					Group suspended until after 1 May 2025 Elections.		Suspended
19	Shaping Lives Grant Funding Priority project	To support local organisations is the delivery of initiatives to	To successfully bid with other local organisations for a grant of £15,000.	Successful submission of bid	Submission reviewed by Shropshire Council panel in September 2024 and a grant of £15,000 awarded to Ludlow Town Council.	Grant Funded £15,000.00	Complete

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June – September 2025.	help reduce the impact of food poverty in the local community.			Signing of grant agreement and raising of invoice for the grant	Agreement received from SC and signed. Invoice submitted.		Complete
				Inaugural project meeting with LTC and Hands Together Ludlow.	Took place on 21 October 2024		Complete
				Five Phase Project Plan drafted by HTL	Initial plan phases agreed. Detailed planning for each phase is the next step.		Completion Date September 2025
				First Phase	Recipe Videos for Food Parcels have been created. Recipe card template design has been created. Workshops have taken place. Food Hygiene Courses supplied to participants.	New Communications & Marketing Officer started work on 8 th April 2025.	Completion Date September 2025
				Phase 2 • Food parcel cooking • Using surplus food ,	‘Meals Made Easy’ : a mission to demystify cooking. Healthy meals for one 12th June workshop promoting confidence in cooking while creating a ‘1-pot’ mince-based dish that the attendee can choose whether to finish as Spaghetti Bolognese, Cottage pie or Chilli-con-carne. The USP of this is that the entire dish is cooked in 1-pot (yes -Spaghetti and Bolognese in one pot!). Following the workshop the attendees will leave with a meal for 4 in containers provided (and hopefully the confidence to try it again at home). Videos and Recipe cards are being created.		Completion Date September 2025
				Phase 3	Meals geared towards type 2 diabetes / who cook for others with type 2 diabetes. The workshops are Monday 23rd June 9:30am - 10:30am, Thursday 3rd July 2pm - 3pm and 3:30pm - 4:30pm. The link to book is: https://www.surveymonkey.com/r/takehometea Videos and Recipe cards are being created.	Expenditure to date on project management, room hire, food for workshops, online courses: £3,648.00	Completion Date September 2025
				Phase 4	Using Surplus Food Workshops and three videos completed.		Completion Date September 2025
				Phase 5	Food Intolerances Workshops and three videos completed.		Completion Date September 2025
				Conclusion of the project will include: Digital recipe cards	To maintain the consistently high standard of the project, the remaining recipes should be test		Project final completion date end of

Action Plan 2024 / 25 – Updated October 2025

				Workshops for local people Videos of cooking the recipes in workshops Print recipe cards in folders	cooked prior to final sign off – and this has unfortunately delayed our progress. We are now due to complete in end of November. We are proud of the information resource being created. Please find link to the project on Hands Together website to see the work on this project to date: https://www.handstogetherludlow.org.uk/our-projects/healthy-eating 200 x Recipe card folders and inserts ordered in early November for delivery at the end of November. Folders to be supplied FOC to residents of Ludlow. Option to have some available to purchase locally to generated income to sustain the project.		November 2025. Project deliverables and expenditure to be reported to January FC
20	Ludlow Market Website	To support the continued success of Ludlow market, and the local economy of Ludlow.	To refresh the market website to support traders and help the public enjoy and engage with the market.	Final stage: to add trader content and market dates with basket system to enable traders to sign up and pay for specialist markets.	E-commerce set up. Trader details partially entered. Market days to be set up in calendar format. www.ludlowmarket.co.uk is very successful. It is easy to use and an effective promotional resource for the market.	April 2025: New Communications & Marketing Officer started work. May, June & July: Internal and external meetings undertaken to progress project.	Launched 18 August 2025.
21	EV Charging points at Henley Road Depot	To support the council's electric vans with dedicated charging facilities	To lower charging costs and enhance charging convenience.	Agreed location of charging points in Henley Road cemetery. Project plan needs to encompass safety, protecting dignity of site and facilitating multiple uses.	Not started.		TBC
22	Upstairs at Guildhall	To bring the Guildhall into full use.	To make full use of the council's assets.	It was agreed that this project would be added to the Project Action List. Further development of the project details is required.	Not started.		TBC
23	Amplification equipment and live broadcasting capabilities in the Guildhall chamber. Priority project October-	To improve communications in the council chamber, make meetings more transparent, and facilitate a wider audience.	To improve the electric socket/power availability in the chamber; install amplification and conferencing equipment.	It was agreed that this project would be added to the Project Action List. Further development of the project details is required.	July 2025 - Quotes obtained from two AV companies/providers, with a third pending. Report to be considered by Council – 28/07/25 Report to FC 20/10/25 - approval of a system from Sound Induction Systems for £6,094.00 ex. VAT	Contingencies Budget.	System installed in November 2025 – with two cordless mics on back order.

Action Plan 2024 / 25 –

	December 2025.			
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October to December Priority Projects: **highlighted in red.**

Item 17.

COMMITTEE MEMBERSHIP

Committee Membership as at 01.12.2025

[illegible]

Item 18.

PROJECT SUPPORT GRANT APPLICATIONS

LUDLOW PIANO FESTIVAL

GRANT APPLICATION

CONTACT DETAILS

Name of Group/Organisation

Ludlow Piano Festival CIC

Address

c/o Apartment 2 Dinham Hall, Dinham, Ludlow SY8 1EJ

Email: ewart.carson@btinternet. Tel No: 07816 432445

Contact Person

Title: Dr

First Name: Ewart

Surname: Carson

Position held in Group: Secretary

AIMS AND PURPOSE OF YOUR COMMUNITY GROUP

Charity Registration Number

If you are not a registered charity you must enclose a copy of your constitution.

VAT Registration Number (if applicable)

What does your community group/organisation do and how are you financed?

The aims of Ludlow Piano Festival CIC are to:

- i. Advance, improve, develop and maintain public education in, and appreciation of, piano music in all its aspects, including through the presentation of public concerts, recitals and associated events; and to provide opportunities for people to participate in music making;
- ii. Raise money to support charitable/community initiatives through our musical activities; and
- iii. Benefit the rural community of Ludlow and South Shropshire through increased tourism.

In the last two years the Ludlow Piano Festival has become a Community Interest Company (CIC), which further recognises the charitable/community aims and regulates them. To date the principal source of finance has been ticket income from Festival events. This will continue to be the prime source of income, complemented where possible by income secured through grant applications (from organisations and companies) and by gifts.

How many people are in your group/organisation?

The Board consists of four people, all of whom live in Ludlow. The Board are supported by a large group of volunteers who act as event stewards and also look after the street pianos, acting as ambassadors for Ludlow Piano Festival, but also on many occasions for the town itself.

HOW WILL THE FUNDING BE USED?

In 300 words (or less), please explain what the funding will be used for:

Financial support will be used to ensure the ongoing viability of the Ludlow Piano Festival. Whilst the aim is to ensure that the Festival breaks even financially, any excess income will be used for charitable purposes, particularly for increasing children's access to classical music.

The Ludlow Piano Festival is one of only a few such festivals in the country. Moreover, it has a richness and variety of offering that outstrips other major festivals such as those held in London and Oxford. It has already attracted widespread publicity and positive comment. Funding from Ludlow Town Council will help to ensure that this endeavour maintains Ludlow's leading place in this artistic field. After only three years, it has become a major fixture of the Ludlow calendar.

Through his extensive connections the Artistic Director, Alistair McGowan, can attract pianists of the highest calibre to Ludlow. He is assisted in this role by three consultants all of whom are eminent musicians: Joanna MacGregor, Lucy Parham and Joel Baldwin. For the first two Festivals very modest fees were negotiated for the majority of the performers to help get the Festival off the ground. Whilst it is likely that we shall still be able to attract performers of the highest quality without offering them their normal commercial fees, it is clear that we are now having to pay slightly higher fees than was the case earlier on. Hence additional resource will be needed in order to avoid increasing ticket prices to a level higher than Ludlow residents are accustomed to paying.

Funding will also be used to ensure that children and young people will be able to enjoy piano playing of the highest quality. This will include ensuring that the children's concert continues to be viable (a concert offered to all primary age children in and around Ludlow). The feature of centrally located community pianos offers a further opportunity for children-orientated participation and activity.

State how many people will benefit from this project. The number of group members from Ludlow and the number of people from Ludlow directly benefiting from your project would be most helpful.

The Festival aims to provide benefit to the whole of Ludlow. Overall, based on evidence from the first three years, the festival has brought new visitors to Ludlow from across the West Midlands and beyond for the range of prestigious events offered, enhancing Ludlow's role as a Tourist destination. [Analysis of ticket sales for the Festivalss to date showed that over 40% were bought by residents with SY8 postcodes, whilst other sales spanned geographically the length and breadth of the country.

Beneficiaries will include:

- Ludlow retail businesses: Visitors coming to the Festival from across the country will provide additional retail trade. Increasingly since the launch of the Festival many shopkeepers have reported a "buzz" around the town not only during the Festival itself, but also in the days that followed.

- Hospitality providers: Visitors will take up hotel and B&B accommodation and provide much-needed additional business for hospitality outlets in the town.

- Children and young people: All primary schools in and around Ludlow will be invited to participate in a concert in the Assembly Rooms (over 250 participated in the equivalent events in previous years). Moreover, they can

enjoy playing the community pianos which will continue to be located in the Events Square and outside the west door of St Laurence's Church.

[In addition to the main Festival in May 2026, a number of pop-up events will take place between 6 and 8 November 2025. These will include opportunities for young people to book a 20 minute slot to play the Steinway concert piano.]

- Ludlow residents : Residents of Ludlow and the surrounding district will be given priority booking for all the Festival events. This, coupled with offering tickets at affordable prices, means that they can hear and enjoy performances by internationally renowned pianists.

- In addition, the Celebrity concert provides an opportunity for Ludlow residents to hear celebrities from all walks of life indulge in their passion for playing the piano.

FINANCIAL DETAILS

You must include an up-to-date statement of your group's financial position (a copy of the latest accounts or a treasurer's report). If your group holds substantial reserves, you must provide an explanation as to why this project cannot be supported from your own funds.

Desired grant from Ludlow Town Council* £750

***The maximum per application is £1,000**

If a grant is awarded, please provide bank details below:

Name of Account:- Ludlow Piano Festival - Lloyds

Sort Code:- 30 – 99 – 50

Bank Account No:- 2277 2360

Funds granted/contributions from other bodies (please give details including whether these are secured).

To date, no funds have been secured from other bodies

If there is a shortfall in funding, how do you propose to fund the deficiency?

Given the controls put in place in the budgeting, a shortfall is not anticipated. However, should there be a shortfall, a small number of individuals have indicated that they would be prepared to make an interest-free loan.

Previous applications

In the last round an Annual Core Grant of £750 was secured. In the round before that an Annual Core Grant of £500 was secured.

DECLARATION

We confirm we are authorised to submit this application on behalf of the Group and certify that the information enclosed is correct.

We understand that there is no appeal procedure should this application be rejected.

We undertake on the behalf of the organisation that any financial assistance offered will only be used for the purpose for which it is granted and will be returned to Ludlow Town Council if it is not required for that purpose or if duplicate funding is in place.

We understand that we are expected to provide Ludlow Town Council with a progress report and information on how the money has been spent and will complete and return the Evaluation and

Monitoring Form.

Signature 1

Date: 09.10.25



(Person submitting form)

Signature 2

Date: 09.10.25



(Chairperson or senior representative of the Management Committee)

CHECKLIST

It is essential that you answer every question and send the requested supporting documentation.

If you do not include all the information requested, your application will be incomplete and ineligible.

Please do not send any documentation other than that requested.

Complete the following checklist.

I have:

- ✓ Answered every question
- ✓ Enclosed a copy of our constitution (if you are not a registered charity)
- ✓ Enclosed a copy of our latest accounts and/or a detailed treasurer's statement
- ✓ Provided feedback and photographs for all previous grant funding awarded by Ludlow Town Council

Please answer all sections of the grant form as fully as possible.

If you do not receive an acknowledgement receipt of your application via email within two working days, please phone 01584 871970 to confirm that it has been received.

PRIVACY NOTICE

Ludlow Town Council collects and manages personal data under the Data Protection Act 1998 and the General Data Protection Regulations 2018. All applications for public funding must be considered and approved at a public meeting. The contact details of the organisation must also be transparent. Please do not include any details on this form that you do not wish to be in the public domain.

Your information will be lawfully processed by the Council within the terms of our privacy policy.

To find out more about our privacy arrangements, please access the Council's website www.ludlow.gov.uk where our full Privacy Notice and Privacy Policy can be viewed.

**LUDLOW PIANO FESTIVAL CIC
UNAUDITED FINANCIAL STATEMENTS
FOR THE PERIOD 17 OCTOBER 2023 TO 31 OCTOBER 2024**

Ludlow Piano Festival Cic Contents

	Page
Company Information	1
Accountant's Report	2
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Balance Sheet	4
The following pages do not form part of the statutory accounts:	
Detailed Income and Expenditure Account	5

Ludlow Piano Festival Cic
Company Information
For the Period 17 October 2023 to 31 October 2024

Directors

Dr Joel Baldwin
Dr Ewart Carson
Mr Stephen Catanach
Mrs Lynda Jones
Mr Alistair McGowan

Company Number

15215138

Registered Office

Owl Barn House
Overton
Ludlow
Shropshire
SY8 4DY

Accountants

TaxAssist Accountants
114b Corve Street
Ludlow
SY8 1DJ

**Ludlow Piano Festival Cic
Accountant's Report
For the Period 17 October 2023 to 31 October 2024**

Report to the directors on the preparation of the unaudited statutory accounts of Ludlow Piano Festival Cic for the period 17 October 2023 to 31 October 2024

To assist you to fulfil your duties under the Companies Act 2006, I have prepared for your approval the accounts of Ludlow Piano Festival Cic which comprise the Income and Expenditure Account, the Balance Sheet and the related notes, from the company's accounting records and from information and explanations you have given us.

As a practising member of the Association of Chartered Certified Accountants, we are subject to its ethical and other professional requirements which are detailed at <http://www.accaglobal.com/en/member/professional-standards/rules-standards/acca-rulebook.html>.

This report is made to the directors of Ludlow Piano Festival Cic, as a body, in accordance with the terms of our engagement letter dated 10 June 2025. Our work has been undertaken solely to prepare for your approval the accounts of Ludlow Piano Festival Cic and state those matters that we have agreed to state to the directors of Ludlow Piano Festival Cic, as a body, in this report in accordance with the Association of Chartered Certified Accountants as detailed at http://www.accaglobal.com/content/dam/ACCA_Global/Technical/fact/technical-factsheet-163.pdf. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Ludlow Piano Festival Cic and its directors as a body for our work or for this report.

It is your duty to ensure that Ludlow Piano Festival Cic has kept adequate accounting records and to prepare statutory accounts that give a true and fair view of the assets, liabilities, financial position and profit or loss of Ludlow Piano Festival Cic. You consider that Ludlow Piano Festival Cic is exempt from the statutory audit requirement for the period.

We have not been instructed to carry out an audit or a review of the accounts of Ludlow Piano Festival Cic. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the financial statements.

Date

TaxAssist Accountants
114b Corve Street
Ludlow
SY8 1DJ

Ludlow Piano Festival Cic
Income and Expenditure Account
For the Period 17 October 2023 to 31 October 2024

	31 October 2024
	£
TURNOVER	36,572
Other income	3,049
Cost of raw materials and consumables	(24,219)
Staff costs	(4,525)
Other charges	(15,191)
NET DEFICIT	(4,314)

**Ludlow Piano Festival Cic
Balance Sheet
As At 31 October 2024**

	31 October 2024
	£
Current assets	1,856
Creditors: Amounts Falling Due Within One Year	(5,000)
NET CURRENT LIABILITIES	(3,144)
TOTAL ASSETS LESS CURRENT LIABILITIES	(3,144)
Accruals and deferred income	(1,170)
NET LIABILITIES	(4,314)
RESERVES	(4,314)

Notes

1. General Information

Ludlow Piano Festival Cic is a private company, limited by guarantee, incorporated in England & Wales, registered number 15215138. The registered office is Owl Barn House, Overton, Ludlow, Shropshire, SY8 4DY.

2. Average Number of Employees

Average number of employees, including directors, during the period was: 5

3. Company limited by guarantee

The company is limited by guarantee and has no share capital.

Every member of the company undertakes to contribute to the assets of the company, in the event of a winding up, such an amount as may be required not exceeding £1.

For the period ending 31 October 2024 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the micro-entity provisions.

On behalf of the board

Mrs Lynda Jones

Director

Date

Ludlow Piano Festival Cic
Detailed Income and Expenditure Account
For the Period 17 October 2023 to 31 October 2024

	31 October 2024	
	£	£
TURNOVER		
Sales		36,572
OTHER INCOME		
Other operating income		3,049
		<u>39,621</u>
COST OF RAW MATERIALS AND CONSUMABLES		
Artist fees	24,219	
		(24,219)
STAFF COSTS		
Travel and subsistence expenses	4,525	
		(4,525)
OTHER CHARGES		
<i>Premises expenses:</i>		
Rent	1,580	
<i>General administration costs:</i>		
Hire and leasing of plant and machinery	7,302	
Insurance	253	
Printing, postage and stationery	363	
Advertising and marketing costs	2,531	
Accountancy fees	1,170	
Professional fees	665	
Royalties and licence fees payable	1,084	
Bank charges	45	
Charitable donations	50	
Other office costs	87	
Sundry expenses	61	
	<u>13,611</u>	
		(15,191)
NET DEFICIT		<u><u>(4,314)</u></u>



Trailer | Plant | Tool | Van Hire
Service and Repair

Motiv Hire Ltd
Stoneacre
Shrewsbury Road
Craven Arms
Shropshire
SY7 8BX

Tel: 01588 673345
info@motivtrailers.co.uk
www.motivhire.co.uk

Page 1

Ludlow Piano Festival

Invoice No. 2615
Date: 22/05/2025
Order No. Steve Catanach
Account No. MISCELHI
Search No. H31180

Quantity	Stock Code	Details	Unit Price	VAT
0.00		Show Trailer Hire, Castle Square Ludlow	0.00	0.00
0.00		20/5/2025 , Set up , 5 Day use	0.00	0.00
1.00	EXHIB-7-1	Exhibition Unit Hire , 7 metre Trailer	560.00	20.00 112.00
1.00	DEL0-5	Delivery & Collection	90.00	20.00 18.00

Delivery Address:

To Help Us Prevent Fraud

If you would like to make a payment by BACS, please contact us prior to doing this, so we can provide our Bank details by a secure method

Total Net Amount	650.00
Carriage Net	0.00
Total VAT Amount	130.00
Invoice Total	780.00

Signed:

Date:

Company Reg: 14656243

VAT Reg No: 438 9301 76

The Constitution of the Ludlow Piano Festival

1. Name

The name of the organisation is Ludlow Piano Festival referred to as 'the organisation' throughout this document.

2. Aims/purpose

The aims of the organisation are:

- i. To advance, improve, develop and maintain public education in, and appreciation of, piano music in all its aspects, including through the presentation of public concerts, recitals and associated events. To provide opportunities for people to participate in music making.
- ii. To raise money to support charitable initiatives through our musical activities
- iii. To benefit the rural community of Ludlow and South Shropshire through increased tourism.

3. Formal Membership

1. The committee members of the organisation will be the members of the organisation and have voting rights.
2. Any committee member who ceases to be a committee member automatically ceases to be a member of the organisation.
3. Committee membership is not transferable to anyone else.
4. Every committee member shall have one vote.
5. In addition to formal membership the organisation may, at the discretion of the Management Committee, form an Associate membership open to individuals who support the aims of the organisation. The terms of Associate membership would be determined at the time of formation.

4. Committee

All aspects of running the organisation will be governed and managed by a committee of no less than three individuals and no more than nine. The organisation will have at least the following officers:

- i. Chair
- ii. Secretary
- iii. Treasurer

5. Appointment and election of the committee

1. The first committee will be the people decided upon at the meeting where this governing document is adopted. They shall be:

Name

Alistair McGowan	Chair and Joint Artistic Director
Joel Baldwin	Joint Artistic Director
Ewart Carson	Secretary
Lyn Jones	Treasurer
Steve Catanach	Administrator

2. Anyone can be appointed to the committee if the existing members deem them to be a fit and proper person for the role with the required skill and experience.
3. Each of the committee members shall hold office until the next Annual General Meeting and be eligible for reelection.
4. The Committee shall have the power to co-opt up to four extra members as they see fit.
5. Equal Opportunities. No individual shall be excluded on the grounds of sex, race, colour, age, religion, sexual orientation, disability or political affiliation.

6. Removal of committee members

Committee members can be removed if:

- i. they resign in writing
- ii. they are absent without agreement of the Chair from all committee meetings held within a 12 month period
- iii. a two-thirds majority of the committee, acting reasonably and properly, feel it is in the best interests of the organisation. Any decision made by the committee is final

7. Payments to committee members

1. Where it is in the best interests of the organisation committee members can be paid for providing goods and professional services to the organisation.
2. Any payment made will be no higher than the standard market rate.
3. Where a payment for goods and services is made to a committee member, that committee member must adhere to the conflict of interest and loyalties clause in this document.
4. No committee member will be paid for their role as a committee member of the organisation.

8. Conflicts of interests and conflicts of loyalties

1. Committee members must declare any conflict between their personal interests and the best interests of the organisation. Conflicts can include but are not limited to:
 - i. payments to a committee member to provide goods or services
 - ii. payments to a relative of a committee member to provide goods or services
 - iii. payments to a business interest of a committee member to provide goods or services
2. Where a conflict of interest has been declared the committee member will take no part in the organisations decision making process relating to the conflict of interest.

9. Powers and Responsibilities

1. The committee has ultimate legal responsibility for the organisation.
2. The committee can act in any lawful way to fulfill the aims of the organisation.

10. Meetings and proceedings of the committee

1. The committee will meet at least four times a year.
2. Any committee member can request the Chair call a meeting outside of the minimum four per year. If requested to do so the Chair must call a meeting within 30 days of the request.
3. Three committee members or a third of all committee members (whichever is the greater) will be quorum for committee meetings.
4. No decision may be made by a meeting of the committee unless a quorum is present.
5. Decisions shall be made by majority vote of those present at the meeting but in the case of equality of votes, the Chairman of the meeting shall have a second or 'casting' vote.
6. Minutes of all committee meetings will be kept and shared with the committee after the meeting.

7. The committee may make collective decisions by email outside of committee meetings. Any such decisions should be reported and minuted at the next committee meeting.

11. Finance

1. The financial year shall end on 30 June
2. A bank account shall be opened in the name of the organisation, with three named signatories, any one of whom may authorize payments.
3. The Association shall receive donations, grants in aid and financial guarantees. Tickets for any or all of its concerts and other events shall be offered for sale to the public.
4. The organisation is a not-for-profit organisation and any income and property of the organisation will be applied solely towards promoting the aims of the organisation as set out in this document.
5. The distribution of profits and assets among its members is expressly prohibited.
6. Payment of legitimate expenses is allowed.

12. Annual General Meeting (AGM)

1. The AGM will be called within 3 months of the Financial Year end.
2. Any normal committee meeting can be designated as the AGM.
3. All normal procedures for a committee meeting will apply to the AGM.
4. The AGM will include a report on the year's activities and the last set of finalised accounts.

13. Accounts

1. The financial accounts will be prepared after each financial year by the treasurer and examined and scrutinised by a person who is independent of the Committee.
2. The accounts will be presented at the AGM.

14. Alterations to the governing document

The governing document may be amended by a two-thirds majority of the voting members present at an AGM.

15. Dissolution

In the event of the organisation being wound up, any assets remaining after the payment of debts and liabilities will be donated to a not-for-profit organisation within similar musical objectives to the organisation. This will be decided by a vote of remaining committee members. No remaining assets will be distributed to members.

Signed: Alistair McGowan

Chair Ludlow Piano Festival

Date



MONITORING AND EVALUATION FORM

ANNUAL CORE GRANT FUNDING

You are required to provide a written statement of how the Annual Core Grant has been spent

Please complete and return this form, along with the required supporting documentation to Ludlow Town Council, The Guildhall, Mill Street, Ludlow, Shropshire, SY8 1AZ. By the end of the financial year in which the Core Grant was awarded

Name of Group/Organisation

Ludlow Piano Festival CIC

Contact Name/Position held in the Group

Dr Ewart Carson - Secretary

Address

c/o Apartment 2 Dinham Hall, Dinham, Ludlow SY8 1EJ

Telephone No: 07816 432445

Email Address: ewart.carson@btinternet.com

DETAILS OF GRANT

Amount of Grant Awarded

£750

Year that the funding was received for

2025/6

Purpose for which grant was made (as stated in the original application)

Support for the Ludlow Piano Festival to ensure its on-going viability. One particular emphasis was enabling young people to access high quality classical piano music. Means of achieving this included a concert for primary school children; opportunities for young people to participate in the community concert and in Open Piano sessions; opportunities for young people to listen to and play the piano in Events Square; and very heavily discounted ticket prices for children at all Piano Festival events.

Can you confirm that the whole of the grant was spent on the purpose for which it was given?

YES

Have you enclosed copies of accounts/receipts/invoices to support this monitoring form?

YES [Invoice for the hire of the trailer for Events Square]

If you have answered no to either question above please explain why. *(continue on a separate sheet if needed)*

COMMENT AND EVALUATION

Number of beneficiaries supported through the Core Grant.

Children and young people, Ludlow retailers and hospitality providers, Ludlow residents and visitors to the town

What have been the benefits and effect to the community as a result of the grant?

Children and young people benefiting from the Primary Schools concert, opportunities to enjoy (playing and listening) the street pianos, and heavily discounted tickets for all events;

Increased income for Ludlow retailers and hospitality providers and a 'buzz' around the town both during and after the festival; and

Ludlow residents enjoying a wide variety of piano events (in their home town) by performers of the highest calibre

And we loved hearing so many talented Ludlow residents and visitors playing our two community pianos, seeing people enjoying the town and its cafes, restaurants, delis and shops - all in the name of the Piano.

If you plan to, how will you continue this work? (indicate financial or other arrangements made)

The Piano Festival will continue with pop-up concerts in November 2025 and the 4th Ludlow Piano Festival in May 2026.

Tickets sales in 2025 increased significantly, meaning more visitors to boost Ludlow's tourist economy. This in turn means greater opportunities for increased marketing and publicity. Mechanisms are in place to obtain the best possible terms for engaging internationally famous performers as part of overall cost controls. Consequently we shall be able to ensure that there are only very small increases in ticket prices for the next year, hence ensuring accessibility for Ludlow residents and visitors alike. The Ludlow Piano Festival is now firmly established as a major feature of the Ludlow Calendar.

Did you need to raise additional funds?

YES

If yes, what other funds did you manage to raise and from where?

William Alwyn Foundation £500
Alistair McGowan's apple sale £275

Please add any other relevant information, highlights or comment:

The opening Celebrity Concert was highly enjoyable, compèred very effectively and amusingly by Cally Beaton, and showcasing the pianistic talents of individuals from a wide range of other artistic fields

Many of the events were memorable and amongst these were:

- "Desert Island Piano" with Dame Sheila Hancock
- World-class recitals by Peter Donohoe and Alim Beisembayev
- Joe Thompson with his Sunday afternoon "Jazz Celebration of Cole Porter"

Examples of comments received from audience members:

"What a wonderful way to bring the world to Ludlow. Such variety and talent for all music lovers of all ages. Thank you Alistair and Steve and all the artists and volunteers."

"What a wonderful occasion the Ludlow Piano Festival is. We were impressed by the wide variety of musical styles and the calibre of the pianists. The LPF is now deservedly gathering return visitors from much further afield, so make sure to put next year's in your diary"

"From Alistair playing Satie to Jazz in the Afternoon and not forgetting Dame Sheila Hancock- there is something for everyone. A great festival for everything piano! Thank you for organising it"

Photograph and Feedback Submission

The Town Council requires and welcomes feedback and photographs from organisations.

Please be aware that photographs submitted to Ludlow Town Council may be publicised internally and externally for the purpose of news media coverage. Photographs may be used in the Town Council's newsletters, website and social media and press releases.

☐ Tick, if you do NOT wish to have your photographs to be used for publicity purposes.

Signed:

A handwritten signature in black ink, appearing to read 'Vant Carson'. The signature is fluid and cursive, with the first name 'Vant' being more prominent.

Position: Secretary, Ludlow Piano Festival CIC

Date: 9 October 2025

HOPE HOUSE HOSPICE



ANNUAL & PROJECT SUPPORT GRANT APPLICATION

CONTACT DETAILS

Name of Group/Organisation

Hope House Children's Hospice

Address

Nant Lane
Morda
Oswestry

Post Code: SY10 9BX

Email: louise.sachdave@hopehouse.org.uk

Fax: n/a

Tel No: 01691 671 671

Contact Person

Title: Mrs

First Name:

Louise

Surname: Sachdave

Position held in Group:

Trusts & Grants Administrator

AIMS AND PURPOSE OF YOUR COMMUNITY GROUP

Charity Registration Number

1003859

If you are not a registered charity you must
enclose a copy of your constitution

VAT registration number if applicable

249-4580-74

What does your community group/organisation do and how are you financed?

Hope House Children's Hospices provides palliative care for children and young people with life-limiting conditions (LLCs) from the point at which a child is diagnosed through to the end of their life. We journey with families over many years, enhancing quality to short lives through provision of expert skills and personalised services (respite care, symptom management, crisis care, end-of-life care and care after death), that enhance and complement those provided through statutory service models.

The holistic hospice-based and community care we offer helps to maintain the family's links to the outside world and our families tell us that they see our family support services as a "lifeline" (Family Voices Survey 2020). One family has said: *"These places are essential to families like ours - the whole family not just the child. They are the ones that keep us from breaking"*.

At Hope House, Oswestry, we currently care for 200 children and young people, but, we know that we could reach many more; the number of children with life-limiting conditions nearly trebled between 2002-2018 and is predicted to rise by at least another 11% by 2030. We have recently embedded specialist Paediatric Palliative Care Nurses and Family Support Workers within the Shropshire & Telford and Cheshire Community Nursing Teams to help us meet our aim to provide professional support for every local child with a life-threatening condition. As a result, we are seeing increased engagement with hospice services by families living in these areas as well as new referrals. By being present in the community and attending regular clinics our nurses have been able to identify and support more families from the point of diagnosis.

With just 19% of our costs met from statutory sources, and the remainder raised through our fundraising efforts each year, the support of local councils, trusts and foundations is crucial, particularly for capital projects.

How many people are in your group/organisation

Management Committee: 9

Members/Volunteers: 614

Paid Staff: 264

ABOUT YOUR PROJECT

Project/Grant Title

Application for a grant contribution to help fund a new specialist minibus

Briefly describe your project or reason for applying to enable the Town Council to understand how its grant will be used:

We have applied to 'Variety', the children's charity, who provide fully accessible, adapted minibuses for SEND schools and non-profit organisations. If successful, we will be provided with a 13-Seat welfare minibus with tail-lift. When some seats can be removed this minibus can facilitate a maximum of 3 wheelchairs. Variety will fund 65% of the costs, and we need to find the remaining 35%. Our contribution will come to a total of £19,120 and we are in the process of raising this amount.

To summarise, the new minibus will help to ensure we can reach and support every child and family who needs us. It will:

1. Reduce isolation for children, young people and their families, who, supported by hospice transport provision and community nurses, will be able to benefit from our services and engage with their communities to access all the help they need.
2. Enhance physical wellbeing for children and young people; using the minibus to access hospice respite services, therapies and symptom management will help to keep their complex conditions effectively managed, and their pain reduced.
3. Improve mental wellbeing for children and young people; a safe and reliable vehicle offers increased mobility and independence, supporting children to live life to the full despite their diagnosis, through participation in fun and educational respite trips and activities with friends and family.

With just 19% of our costs met from statutory sources, and the remainder raised through our fundraising efforts each year, the support of trusts local councils and foundations is crucial, particularly for capital projects.

Many children and families struggle to get to the hospice where they could benefit further from the skills and expertise of our team of nurses, therapists and activity leaders and our specialist facilities which include specialist play and sensory rooms, accessible gardens and a hydrotherapy pool.

Because we operate across a large, rural area that includes Shropshire, parts of Cheshire, north-east and mid-Wales, there are huge distances to travel. Public transport across the region is patchy, unreliable and difficult to access with a child in a wheelchair. Many children in our care also require a range of nursing procedures on a regular basis, including oxygen-therapy, tube feeding and a complex drug regime. For a child with a compromised airway (tracheostomy) a nurse or carer must be in close proximity while in transit, for suctioning or oxygen. This makes transport for our children complex.

For many families on a low income, transport costs are also prohibitive. Some parents of the young people we care for cannot drive or do not have an adapted vehicle and they rely on our support to get to the hospice or other health/hospital appointments which are vital to keeping their child's complex symptoms well-managed. We also organise group outings and activities which improve quality of life for children in our care, providing opportunities to travel beyond their immediate community and enjoy experiences that others may take for granted. When a life is short, every moment is precious, and it is crucial that children and families can make special memories to treasure.

A properly adapted and well-maintained vehicle is crucial to making services both safe and accessible, yet unfortunately our current minibus is out of use, with a broken rear lift that is too expensive to repair. With your support we will purchase a replacement minibus to support the needs of children and young people.

How many people will benefit from this project or activities? **Details of the number of members of your group that are from Ludlow and the numbers of people from Ludlow that will directly benefit from your project would be most helpful.**

We are currently supporting 4 families in and around the Ludlow area. One of these families have a child with complex needs who require respite care within the hospice environment. This often allows a family to spend time with other siblings who really benefit from time with their parents. It can also allow parents to just have a reset for a short while, knowing that their child is receiving the best round the clock care in a wonderful, caring environment. It allows the child to participate in activities such as forest school, that they cannot always access due to requiring a hoist, piped oxygen or feeding tubes. For the other three families, they are in receipt of bereavement care from the hospice. This may be in the form of a group that meets up to share their experiences, counselling sessions and even help arranging funeral details and attendance to memorial events at the hospice. No two children are the same so our approach is tailor-made to that child, to that family.

Case Study: Dad is a single parent whose 8-year old daughter, M, has a life-threatening condition. M's condition means she has compromised airway and airway management (a tracheostomy). Dad is unable to drive and they live with very complex social circumstances. Our community care team are able to provide respite care in the community by picking M up from home in a wheelchair adapted vehicle and bringing her back to Hope House for nursing care, helping her to meet her personal, social and psychological needs. This also provides dad with important respite - the opportunity to undertake 'normal' daily life tasks. Offering him support with hospital outpatient appointments has meant that M has been seen for review and followed up when required, so that her treatment has been managed appropriately. This has been a vital support to both dad and M

Estimated cost of project £19,120

Desired grant from Ludlow Town Council £1,000

Please note that the maximum you can apply for is £1,000.

FINANCIAL DETAILS

You must include an up to date statement of your group's financial position (a copy of the latest accounts or a treasurer's report). If you are holding substantial reserves you must provide an explanation as to why this project cannot be supported from your own funds

DECLARATION

If a grant is awarded, please complete the section below for BACS payment

Bank: HSBC

Branch: Oswestry

Postcode: SY11 2SR

Account number: 71328069

Sort code: 40-35-32

We are authorised to submit this application on behalf of the Group and certify that the information enclosed is correct. We understand that there is no appeal procedure should this application be rejected. If Ludlow Town Council gives a grant, we agreed to use it only for the purpose given and according to any conditions specified. We understand that within six months after payment of a grant, we are expected to provide Ludlow Town Council with a report on the progress of this project and how the money has been spent.

Signature 1
(Person submitting form)

Date: 15/10/2025



Signature 2

Date: 15/10/2025



CHECKLIST

It is essential that you fill in every question and send the appropriate supporting documentation. Complete the following checklist to show what you have done. If you do not include all the information requested, your application will be incomplete and will take longer to assess or be ineligible. Please do not send any documentation other than that requested.

- ☐ Answered every question
- ☐ Enclosed a copy of our constitution (if you are not a registered charity)
- ☐ Enclosed a copy of our latest accounts and/or treasurer's statement

ALL APPLICATIONS FOR FINANCIAL ASSISTANCE ARE CONSIDERED ON THEIR INDIVIDUAL MERITS. APPLICATIONS MUST BE SUBMITTED WELL IN ADVANCE OF YOUR PROJECT TAKING PLACE IN ORDER TO BE CONSIDERED AT THE APPROPRIATE MEETING

Completed Application Forms should be returned to:

Gina Wilding, Town Clerk, Ludlow Town Council, Guildhall, Mill Street, Ludlow, Shropshire, SY8 1AZ
Tel: 01584 871 970 Email: townclerk@ludlow.gov.uk

PRIVACY NOTICE

Ludlow Town Council collects and manages personal data under the Data Protection Act 1998 and the General Data Protection Regulations 2018.

Your information will be lawfully processed by the Council within the terms of our privacy policy.

To find out more about our privacy arrangements, please access the Council's website www.ludlow.gov.uk where our full Privacy Notice and Privacy Policy can be viewed.

In the public interest details of applicants are in the public domain.

RE: Grant application submission: Hope House Children's Hospice

From Louise Sachdave <louise.sachdave@hopehouse.org.uk>

Date Wed 29/10/2025 2:34 PM

To assistant@ludlow.gov.uk <assistant@ludlow.gov.uk>

Hi Helen,

Thanks so much for your email. Please see below for a little more detail on how the minibus will be used to help our children and families in Ludlow and beyond:

We anticipate that over the next months and years, more children with life-threatening conditions in your area will need our help. If a family from Ludlow is without their own transportation, it makes getting to the hospice that bit more difficult. When a family is going through the most difficult times of their lives, should getting from A to B to receive the best care for their child really be another thing that they have to face?

We now have a clinical nursing team raising our awareness in the community. If a child is not able to access Hope House then as we cover such a vast geographical and largely rural area, it limits their options for respite care and cuts them off entirely from hospice end of life care. Meaning that they would not be able to have the time with their child to hold them close in a friendly, supportive environment and create memories such as hand and feet casts as well as getting the bereavement care on hand. We are aware of some of the public transport limitations in Shropshire and wouldn't ever want transport issues to be the reason why a child and their family are not able to come and benefit from the excellent support care and facilities that we have here at the hospice.

As discussed in my application, we are currently supporting 4 families in Ludlow. One of these families have a child with complex needs who require respite care within the hospice environment. This often allows a family to spend time with other siblings who really benefit from time with their parents. It can also allow parents to just have a reset for a short while, knowing that their child is receiving the best round the clock care in a wonderful, caring environment. It allows the child to participate in activities such as forest school, that they cannot always access due to requiring a hoist, piped oxygen or feeding tubes. For the other three families, they are in receipt of bereavement care from the hospice. This may be in the form of a group that meets up to share their experiences, counselling sessions and even help arranging funeral details and attendance to memorial events at the hospice. No two children are the same so our approach is tailor-made to that child, to that family.

I do hope that this will be sufficient for further consideration towards our application for funds.

Thank you for your consideration. I look forward to hearing back from you

Kind regards,

Louise

Louise Sachdave

Trusts & Grants Administrator

My normal working days are Monday to Thursday 09:00-17:00

: 01691 671671

REGISTERED COMPANY NUMBER: 02588103 (England and Wales)

REGISTERED CHARITY NUMBER: 1003859



**STRATEGIC REPORT, REPORT OF THE TRUSTEES AND AUDITED
CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024
FOR
HOPE HOUSE CHILDREN'S HOSPICES AND SUBSIDIARIES**

**DRE & CO (Audit) Limited
7 Lower Brook Street
Oswestry
Shropshire
SY11 2HG**

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Hope House Children's Hospices (A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS FOR THE YEAR ENDED 31 DECEMBER 2024

Trustees

Appointed Officers of the Board

Stephen R Henly	Chair	Company Managing Director
Barbara J Evans	Vice Chair	Retired Local Government Officer
Philip R Inch	Treasurer	Retired Financial Director

Members of the Board

Sarah Griffith	HR Professional	Resigned 25/03/2025
Dr Supriya Kapas	Quality Assurance Pharmacist	
Graeme Harkness	Retired Head Teacher	
Kelly Miller	Solicitor	
Gary Morton	Group Chief Executive	
Dr David Sharp	General Practitioner	
Jean Watt	Retired Consultant Paediatrician	Resigned 20/03/2024
Andrew Morris	Company Director	Resigned 20/03/2024
Victoria Hazeldine	Qualified Learning Disabilities nurse	Appointed 26/03/2025

Independent Directors of Hope House (Trading) Limited

W Andrew Fergus
Andrew T Goldsmith

Independent Directors of Hope House (Lottery) Limited

Stephen R Henly
Philip R Inch
Gary Morton
Kelly Miller

Company registered number: 2588103
Charity registered number: 1003859

Registered office:

Nant Lane, Morda, Oswestry, Shropshire, SY10 9BX

Company secretary

Andrew T Goldsmith

Chief Executive officer

Andrew T Goldsmith

Executive leadership team

Simi Epstein	Director of Income Generation and Communications
Karen Wright	Director of Care
W Andrew Fergus	Director of Finance, People and Resources

Independent Auditors

DRE and Co (Audit) Limited, 7 Lower Brook Street, Oswestry, Shropshire, SY11 2HG

Bankers

HSBC Bank Plc, The Cross, Oswestry, Shropshire, SY11 2SR

Solicitors

Lanyon Bowdler, Chapter House North, Abbey Lawn, Abbey Foregate, Shrewsbury, SY3 5DE

Investment manager

Investec Wealth & Investment Limited, Colmore Plaza, Colmore Circus, Birmingham, B4 6AT

Investment advisor

Best Practice IFA Group, Belmont House, Shrewsbury Business Park, Shrewsbury, Shropshire, SY2 6LG

LETTER FROM THE CHAIR OF TRUSTEES

Dear Stakeholder,

I am pleased to present our annual report and accounts for the year ending 31st December 2024. A year that marked a significant step change and renewed clarity of Purpose for our Charity.

At the end of 2024, 259 children were registered with us. This represents just over 10% of the total number of children in our community we believe will be living with a life-threatening condition. We know that there are more who could benefit from hospice care. One of the key pillars of our mission is to reach every child from the point of their diagnosis.

In March 2024, the Board approved a new Mission for the Charity. Since then, we have worked to align the whole organisation around this new Purpose. I am immensely proud of our remarkable staff team, who embraced this vision with unwavering focus, delivering meaningful outcomes for the children and families we support.

During the year, we provided:

- 2,458 nights of planned respite care; and
- 299 nights of emergency / crisis care,

service which families tell us is the most vital service that we offer.

At year-end, 58% of the children registered with us were resident in Wales. Following a strategic decision taken in 2023, nearly 10% of the children we now support are resident in Cheshire up from 3% the previous year.

A recent personal highlight for me was attending a meeting with Inspectors from The Healthcare Inspectorate of Wales who had carried out a routine inspection at Ty Gobaith, our hospice in Conwy. Hearing the Inspectors share feedback from parents was deeply moving. One parent's words have remained with me; "This place is beyond improvement". I am incredibly proud of the whole team, working together, listening to the views and seeking to understand the needs of all of our service users, whose dedication made this possible.

2025 will be a milestone year, marking 30 years since the charity began supporting children with life-threatening conditions. Over those years, children's palliative care has evolved significantly. Today children are thankfully living longer, but often with very complex conditions. Each month around ten new referrals are made to our Care Team, on average seven children and their families will meet our acceptance criteria and begin accessing our services.

To remain relevant and deliver professional care and support for the next 30 years and beyond, it is vital that we continue to invest in our facilities, our people, and the development of services that meet the changing landscape of children's palliative care.

Statutory funding remains a vital, yet limited, source of income for children's hospices. We are very grateful to the UK and Welsh governments and NHS organisations for their support. Statutory funding represents just 13% of our total income, around half the proportion received by adult hospices. The recent increase in employer's National Insurance contributions, announced in the autumn 2024 budget, has added an additional burden of approximately £240,000 annually. We will continue to collaborate with sector partners to advocate for increased funding for all children's hospices in England and Wales.

Hope House Children's Hospices enjoys extraordinary public support. I am extremely grateful to everyone who donates their time, energy and creativity to fundraise for us - and to all the donors who support them. It is truly humbling to witness the incredible efforts of individuals across our community who push themselves to their limits to raise money for our cause. With this support comes profound responsibility to steward our resources wisely and ensure our impact and the public benefit of our work is as effective as it can be. I am proud to report that 84p of every £1 we spend is spent directly on delivering our charitable purpose.

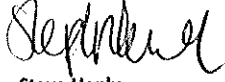
Despite challenging trading conditions in our shops our total income increased by 10% on the previous year to a staggering £13.4m. Whilst total expenditure reached £13.6m, investment income enabled us to achieve a small surplus. Encouragingly, we have seen a strong performance so far in 2025. Looking ahead, we remain focused on reaching every child from diagnosis; providing the professional care and support they need, and raising the money required to do so. With your continued help, I am confident that we can grow and deliver even more care to those who need it.

During the year, we also undertook a comprehensive review of our pay and benefits policy to ensure we remain competitive and can attract and retain talented people to our team. We continue to invest in relevant training and development to ensure that our staff have the skills and competencies required.

Today, we are supported by over 740 active volunteers, a 21% increase on the year in review. Their contribution equates to over £1m/pa in comparative wage value with more than 70,000 hours donated in 2024 alone. Without the support of our volunteers, we simply could not deliver all of our services. Thank you, to each and every volunteer, for your tireless commitment and enthusiasm.

LETTER FROM THE CHAIR OF TRUSTEES (CONTINUED)

Finally, I would like to thank our Board of Trustees; our dedicated staff and our incredible volunteers for their continued commitment and passionate support for the cause. I also extend heartfelt thanks to everyone who fundraises, donates, visits our shops, plays our lottery, or supports us in countless other ways. There are far too many to mention individually, but please know we are very grateful to you all.



Steve Henly
Chair of Trustees
26th June 2025

OBJECTIVES AND ACTIVITIES

Headlines	
Our vision is a world where every child with a life-threatening condition and their family has 24/7 access to expertise, help and understanding from the point of diagnosis. 259 children with a life-threatening condition were registered with us at the end of 2024. Expenditure relating to the delivery of care services in 2024 was £8.7 million which represents 83% of total charitable expenditure. Approximately 13% of total income came from statutory sources.	
Service users	Service numbers
Children and young people with conditions so serious that they are likely to die before they reach early adulthood. Family bereaved from the death of a child. Resident in Mid and North Wales, Shropshire, Telford & Wrekin and Cheshire. Approximately 58% of the children are resident in Wales and 42% in England. Approximately 54% of children (total including neonates) have irreversible but non-progressive conditions causing severe disability leading to susceptibility to health complications and likelihood of premature death.	127 new referrals in the year. 89 were accepted. As of December 2024, we had open cases with 259 CYPs. 301 family members received counselling and bereavement support. 169 children stayed with us at Hope House and Tŷ Gobaith receiving 2,458 nights of planned respite care and 299 nights of crisis and emergency (unplanned) care; a 10% decrease from 2023. Sadly, 33 children who received support from us died during the year.
Income	Expenditure
Income from statutory bodies (NHS and local authorities) £1.80 million Lottery and Trading income £5.31 million Fundraising including legacies: £6.1 million	Care expenditure: £8.74 million. Fundraising expenditure £1.65 million Lottery and Trading: £3.27 million
Number of staff: 286	Number of active volunteers: 614

In 2024, we launched our revised our purpose, mission, and values, ensuring they truly reflect the needs of the children and families we serve.

OUR MISSION



OUR PURPOSE

Hope House Children's Hospices is a charity that gives every local child with a life-threatening condition and their family access to professional care and improves their quality of life from the point of diagnosis.

HOW WE ACHIEVE THIS



Provide professional care and support



Reach every local child from diagnosis



Raise the money we need

OUR VALUES



Working together with trust and support



Fairness and honesty in the decisions we make and how we work and interact with others



Embracing new learning and sharing of best practices



Throughout 2024 the charity aligned behind our new purpose putting it foremost when considering investment, activity and service planning.

Public Benefit Statement

The trustees confirm they have complied with their duty under the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit, and our activities are carried out to further our charitable purposes and deliver measurable public benefit, by providing hospice care, respite, counselling and bereavement support to children and families. In 2024 we supported almost 700 individuals.

GOVERNANCE STRUCTURE AND MANAGEMENT OF HOPE HOUSE CHILDREN'S HOSPICES

Governing Documents and Legalities

Hope House Children's Hospices is a registered charity, number 1003859 and a company limited by guarantee, incorporated under the Companies Act 1985, number 2588103.

The objects of the Charity are to relieve the need of:

(a) babies, children and young people with life-threatening, life limited and terminal conditions and their families, who are residing in and around Shropshire, Cheshire, North and Mid Wales, in particular, but not exclusively, by providing:

- (i) respite care and symptom management;
- (ii) crisis, palliative and end of life care and support;
- (iii) psycho-social support, including counselling and wellbeing support for the children and young people and their families;
- (iv) death and bereavement services for their families; and

(b) the families of babies, children and young people who have died in other circumstances through bereavement support

Appointment of trustees

Our Board of Trustees is elected under our governing document. Trustees give their time voluntarily, receive no financial benefits, and bring a wide range of skills and experience. In 2024, we refreshed our trustee body with new appointments and continued to strengthen governance through annual appraisals and training.

The Members of Association have considered and determined not to set a maximum number of terms of office that a trustee may serve as it is felt a mix of experienced and new trustees gives the Board balance. Imposing a maximum number of terms a trustee can serve would unnecessarily cause the loss of skills, knowledge and experience and risk the loss of institutional memory, continuity, and ability to exercise effective governance.

In 2025 the Board, committee and governance structure will be reviewed as part of the programme to align the charity behind the new purpose. Following that review, a trustee recruitment exercise will be undertaken to bring in new trustees who share the charity's purpose and bring complimentary skills and experience.

Trustee induction training and development

New trustees undergo an Induction process to ensure that they can undertake their duties. During 2024, trustees completed training in the following subjects: -

Charitable purpose and governing documents	Risk management
Safeguarding children and vulnerable adults including deprivation of liberties	Conflict of interest and loyalty
Equality and diversity	Data protection
	Strategic budgeting and financial management

Trustees undertake an annual appraisal with the Chair of Trustees to identify areas of concern, interest and development.

Organisational structure and decision making

The Board of Trustees administers the charity and meets quarterly. The Board has established a specialist committee structure to provide an efficient mechanism for discharging corporate and charitable governance responsibilities. The committees in place during 2024 were:

Clinical Governance	Audit and Risk
Income and Investment	HR and Remuneration

A Chief Executive Officer is appointed by the Trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority for all operational matters, within the terms approved by the Trustees.

Related Parties

Hope House (Trading) Ltd. and Hope House (Lottery) Ltd. are wholly owned subsidiaries of Hope House Children's Hospices and are consolidated as part of the charity's accounts. Hope House (Trading) Ltd sells merchandise and Hope House (Lottery) Ltd runs the weekly lottery and regular raffles.

Trustees represent the charity on the subsidiary Board of Hope House (Lottery) Ltd and the Chief Executive and Director of Finance, People and Resources on the subsidiary Board of Hope House (Trading) Ltd.

PRINCIPAL RISKS

The trustees have assessed the major risks to which the charity is exposed. Board reassurance is provided by the Audit and Risk committee which considers the highest strategic risks annually with continuous monitoring.

Critical and high risks to delivering the charitable purpose that were faced by Hope House Children's Hospices at the start of 2024

Potential Risk	Why it matters
The charity lacks direction, strategy and forward planning.	Our current charitable purpose is very broad, leading to spreading our resources too thin and creating competing priorities.
Trustee body lacks relevant skills or commitment.	The retirement of a number of trustees has reduced the collective experience of the trustees and recruiting trustees with some skills (such as paediatric nursing or medicine) remains challenging.
It is unknown if the services currently provided best meet beneficiaries needs.	There are children with life limiting conditions who do not access our services and we do not necessarily know their needs. There appears to be communities that are underrepresented as beneficiaries and we do not know if our services meet their needs.
Insufficient income to meet planned expenditure.	A deficit budgets was planned for 2024, but current position is resilient due to surplus reserves. However, unless long term income can increase in line with increased service costs then services could need to be reduced, impacting families and staff job security.
Significant reduction or loss of statutory sector funding.	Statutory funding accounts for around 13% of annual income and therefore the impact would be significant if this was lost, potentially leading to reduction in service and staff redundancies, with impact on morale and reputation.

Throughout the year, risks and the effectiveness of mitigation measures are monitored, and any new risks identified. At the end of 2024, the following potential risks were identified as falling above the charity's risk appetite.

Critical and high organisational risks entering 2025

Potential Risk	Why it matters	Mitigation
Trustee body lacks relevant skills or commitment.	An engaged and diverse board strengthens the charity's leadership, decision-making, and public trust by bringing varied perspectives, lived experiences, and active commitment to its mission and governance.	The Chief Executive and Chair of Trustees are reviewing the Board Governance structures and trustee obligations and following consultation with existing trustees will report to the Board on new arrangements in March 2025, including proposals for trustee recruitment.
Insufficient income to meet planned expenditure.	A deficit budget has been set for 2025 with costs substantially impacted by the change in National Insurance contributions and the significant increase in National Living Wage.	Some of the increased costs have been offset by investment to increase income and cost savings. Reserves will be used to meet any short term deficit whilst steps are taken to increase income and reduce costs as necessary to ensure a longer term balanced budget and to avoid depleting reserves to unsustainable levels.
Significant reduction or loss of statutory sector funding.	In 2024 the charity received over £1.8million in statutory sector funding by way of grants and service level agreements. Most of these agreements are annual and whether they will continue, in what form or what value is uncertain. The impact if this funding was lost or significantly reduced would be significant, potentially leading to reduction in service and staff redundancies, with impact on morale and reputation.	We continue, along with Hospice UK and TFSL to seek to influence legislators, civil servants and the NHS to secure the future of these important funding streams and where possible uplift the value.
Inappropriate reserves held (too high).	We will enter 2025 reserves in excess of those stipulated by the Reserves Policy. Holding reserves above policy can expose the charity to reputational risk, reduce fundraising effectiveness, and suggest a failure to deploy resources to deliver the charitable objects.	Some of the risk of holding reserves in excess of policy has been mitigated by the decision of the Board in December 2023 to designate three additional funds and expenditure against these funds will continue to deplete reserves in 2025. Additionally, the current reserves policy is scheduled for review at the end of 2025 and given the significant increase in income since 2022, a corresponding increase in the minimum reserves required is likely. This would further reduce the surplus.

STRATEGIC REVIEW

Our Staff and Volunteers

Our staff

Our staff are a critical element of the success of Hope House Children's Hospice. More to the point, what they bring to work is the single most important component of our success, however we measure it. You can see, hear, and feel it every day across all areas of the charity.

In 2024 we held our biannual staff conference where we launched our new mission and gave colleagues an opportunity to connect with the purpose and each other. 225 staff attended and the feedback was overwhelmingly positive.

"This year's Staff Conference was again, amazing. It was informative, insightful and comical. A great day for connecting with everyone. Maybe an instance of Team Building while sat at our tables but all-in-all, a brilliant day."

"Overall fabulous day and lucky to work for an employer that cares and shares!"

"What an absolutely brilliant day. It was a 'Tent Full of Passion' to the cause."

Staff numbers in 2024 vs 2023 by department

Department	2024		2023	
	Total permanent and temp staff	% of staff complement	Total permanent and temp staff	% of staff complement
Care	151	53%	144	55%
Retail	69	24%	59	22%
Fundraising (incl Lottery)	31	11%	29	11%
Support	35	12%	32	12%
Grand Total	286		264	

Disability Confident Employer

Hope House Children's Hospices is a Level 2 Disability Confident Employer registered with the Department of Work and Pensions. Disability Confident Employers are recognised as going the extra mile to make sure disabled people get a fair chance.

Gender Pay Gap

Every year the charity publishes its annual gender pay gap report. The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. The table below shows the gender pay gap for Hope House Children's Hospices based on data from the 5th of April each year.

	2020	2021	2022	2023	2024
Mean gender pay gap	+9.39%	+14.99%	+11.5%	+14.97%	+5.69%

The mean gender pay gap for the whole UK economy (according to the Office for National Statistics (ONS) 2024 Annual Survey of Hours and Earnings (ASHE) figures) was 13.8%. At 5.69% Hope House Children's Hospices results showed a mean gender pay gap at less than half than that for the whole economy.

The ongoing difference between the mean pay for men and women arises from the roles in which men and women work within the organisation and the salaries that these roles attract. Hope House Children's Hospices is therefore confident that a gender pay gap as defined by the Equality Act does not exist at Hope House Children's Hospices and that any gender pay gap does not stem from paying men and women differently for the same or equivalent work.

Despite men being more likely to be employed in more senior roles commanding higher salaries than women generally in the UK, this is not the case at Hope House Children's Hospices with around 50% of the women employed by Hope House Children's Hospices earning within the higher pay quartiles (43% in 2023).

Pay Policy for Senior Staff

How the salaries of Key Management Personnel are determined is set out in policy and determined by the Board of Trustees.

STRATEGIC REVIEW (CONTINUED)

In order to recruit and retain high calibre staff, the trustees recognise that the remuneration package offered must be competitive whilst reflecting the motivation of working for a charity and the values of the organisation. They therefore seek to ensure salaries are competitive but do not exceed those paid in comparable jobs in non-charitable organisations.

Volunteers

In addition to paid staff the charity was supported by volunteers who are active in many roles across the charity, including the trustees who give their time voluntarily.

The contribution made by our many dedicated volunteers and the considerable hours worked cannot be overstated. They help the charity have a much greater impact than could otherwise be achieved, through governance, raising money, providing care and support to children and families, and by acting as ambassadors.

Number, hours and 'salary saving' given by volunteers

Location	Number of individuals		Total annual volunteer hours		Annual wage 'saving'	
	2024	2023	2024	2023	2024	2023
Ty Gobaith	5	7	684	1,538	£9,234	£20,168
Hope House	29	25	2,854	3,175	£35,962	£39,223
Shops	359	386	64,031	77,180	£732,515	£841,260
Fundraising/ Friends	212	185	1,874	1,495	£26,536	£16,296
Trustees	9	11	721	651	£105,446	£105,446
Grand Total	614	614	70,164	84,039	£909,692	£1,022,393

ACTIVITIES FOR ACHIEVING OUR OBJECTIVES

In 2024, we supported 259 children and young people with life-limiting conditions, along with 301 family members. Behind these numbers are families who told us that our care and support are a "lifeline".

Care was provided at Hope House in Morda near Oswestry, Shropshire and Tŷ Gobaith in Conwy, North Wales, at home and in the community.

Bereavement support was provided to any family after the death of their child - whether or not we had previously cared for them.

To fund the provision of care the charity received funding from statutory sources and raised funds by donations, through the sale of donated goods and by the operation of the subsidiary trading companies, one that sold new goods for the benefit of the charity and the other that operated our lottery.

Our care services and support.

How we helped children and their families - In numbers

259 children and young people registered with us

127 new referrals received, 89 accepted

301 family members received counselling and bereavement support

132 brothers and sisters registered for services

169 children received 2,458 nights of planned respite care and 299 nights of emergency/crisis care

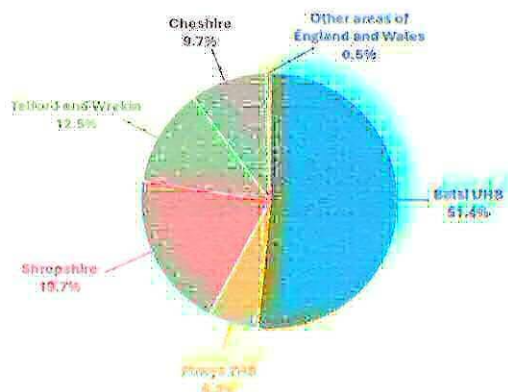
33 children known to us died during the year, 2 at our hospices

206 families received practical support, including home visits

Catchment Area

Hope House Children's Hospices supports children and families' resident in Shropshire, Cheshire, North and Mid Wales. 57% of children registered were resident in Wales and 43% in England. As in previous years the largest number of children are resident in the Betsi Cadwalader University Health Board area (North Wales) followed closely by the 32% resident in the Shropshire, Telford and Wrekin Integrated Care Board Area.

In 2023, Project Wheatsheaf was established to increase the number of children in Cheshire supported. As a result of this project, the proportion of registered children has increased from 3% in 2023 to 9.7% by the end of 2024.



Reach

Based on the most recent Office for National Statistics data, within our catchment area we support a population of around 2,106,362 with a child population of 431,338. Applying the prevalence data from the most recent research, it would suggest that there are approximately 2,564 children with LTCs in our catchment.

As of December 2024, 259 children were registered with us which equates to an estimated 10.1% of children with LTC's within our catchment area although this varies up to over 20% in some communities. Not all children identified in the research will need or want hospice services however, understanding need, removing barriers and increasing reach are priorities going forward.

ACTIVITIES FOR ACHIEVING OUR OBJECTIVES (CONTINUED)

Age range for support

We support children and young people with life limiting conditions from 24 weeks gestation until their 18th Birthday. Transition support continues for another 12 months.

Hospice Care

Hope House Children's Hospices operates two hospices, Hope House in Morda near Oswestry, Shropshire and Tŷ Gobaith in Conwy, North Wales.

Families tell us that they rely on the hospice for overnight respite and it is the most important service that we offer, giving parent carers a break from the intense care that many children with life-limiting conditions require and care, experiences and opportunities for children that improve their quality of life.



During 2024, the number of children staying at the hospices and the number of overnight stays fell as we discharged young adults from the service. The average nights per child was 16.3 nights.

Continuing to optimise occupancy of the hospice for respite stays is a priority in 2025.

Deaths and end-of-life

Over the last 12 months we continued to prioritise end of life care, where possible giving choice of where a child died, whether that be at home, in the hospice or in hospital. This included enabling critically ill babies and children to be transferred out of the neonatal and critical care units to their preferred place of death (hospice or home).

33 children we provided support for sadly died in 2024 including 2 who died at one of our hospices. Prevalence estimates suggest these 33 children made up 56% of children with LTCs expected to die in 2024 within our catchment area.

Complex care and symptom control

Our specialist Paediatric Palliative Care Consultant appointed jointly with Betsi Cadwaladr Health University Health Board, developed our specialist medical support for children in North and Mid Wales, including out of hours and at the hospices. Unfortunately, plans to provide similar support to children resident in Shropshire and Telford and Wrekin did not materialise and we are continuing to work with NHS and neighbouring children's hospice colleagues to find a way to deliver this service.

Parent and family support

In 2024 we provided counselling to parents whose child had died in any circumstance within the last five years through a team of contracted and directly employed counsellors.

Following successful trials, in 2024 we rolled out a programme of family activity and fun days at both hospices throughout the year. These events brought fun and laughter for the whole family and quality moments. They were also an opportunity for families to connect and to build informal networks of support. Feedback from families has been overwhelmingly positive and the following positive impact was achieved. These events will continue and develop in 2025 in harness with plans to improve and enhance the hospice gardens.



In 2024, as part of our work to align our services with our purpose we completed a review of our Sibling Support service and activities. As a result, in 2025 we will launch a new Family Support service with Family Support Workers providing support for the whole family; mums, dads, brothers, sisters and grandparents, individually and collectively. They will work with families to identify the support that they themselves feel they need.

OUR IMPACT

Service users, families and carers offer a vital perspective on the impact of the services offered by the charity. We are therefore committed to engage and involve service users, families and carers in decisions, actions, and activities to ensure they remain at the heart of everything we do.

During 2024, we received 171 responses via our complaints, concerns and compliments system. 96% of the feedback we received was positive. (98% in 2023).

Here is a small sample of the positive feedback received.

Mum had said she was able to sit with her daughter whilst they both had their lunch, with her being pain free and relaxed. Today after 3 years of struggling that dream came true. Thanks for all that you do.

Just a quick note to thank everyone for making our first visit to Ty Gobaith so special. We all really enjoyed it and we feel she coped very well considering that this was the first time she's stayed away from home and let someone else look after her. She was in very safe hands and everyone did their best for her. We were also spoilt so thank you everyone. Please pass on our thanks to all the staff. We're already looking forward to coming back.

Amazing support received from neonates team, very grateful to have Hope House helping during one of the worst times of her life and how amazing everyone is at Hope House

Taking the time needed to really get to know our daughter, to understand how she presents and to keep trying to give her and us a better quality of life. Nothing is too much trouble and feel so understood in the reality of daily life. "Actively listen, care, research and co-ordinate support". "Listening to concerns, taking them on and putting a plan in place quickly."

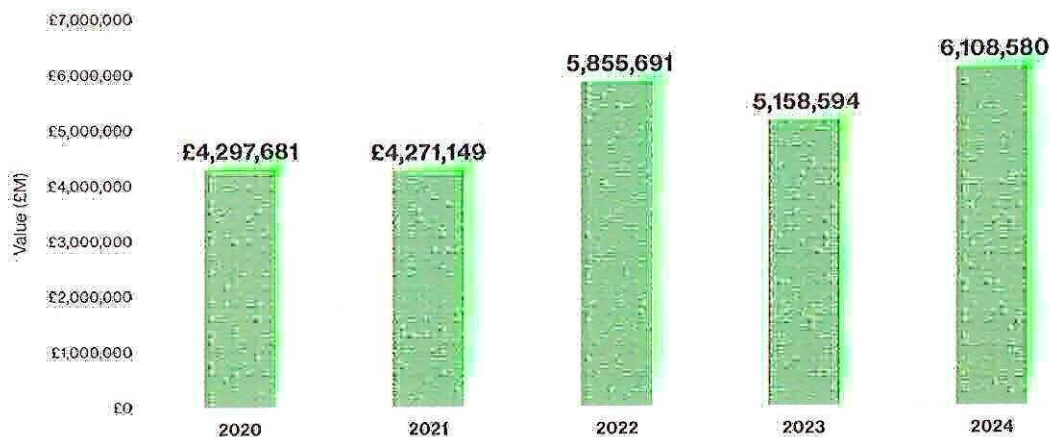
Complaints

We received 1 complaint and 4 negative comments regarding care during the year. The main reason for concern was the reduction in the upper age range for our clinical support from 25 to 18. The complaint was partially upheld and action taken and the negative feedback was used to review and inform improvements.

OUR FUNDRAISING

2024 was our 30th year of providing care and support and throughout that period the charity has relied on our extraordinary supporters and their unfaltering support. We are eternally grateful to all those who continued to donate to us and to raise money so that we can help every local child with a life threatening condition live their best life.

In 2024 we raised £6.1 million from donations and legacies compared to £5.16 million in 2023. The chart below shows total fundraising income for the last 5 years. The drop in income in 2020 and 2021 due to the pandemic can be seen, however 2022 shows a dramatic recovery with the growth continuing in 2024.



2024 had notable fundraising successes including:

Llangollen Canal Walk saw 500 participants join the event and over £30,000 raised.

The Annual Track Day event raised the most ever in its 8 year history at £103,335.

Over 100 runners took part in Cardiff Half Marathon thanks to support from Principality Building Society raising a total of £63,443. Raffle mailings raised over £110,000 at Christmas 2024.

Our Quality Moments Matter matched giving campaign raised £496,759: this was generated by 26 matchers, 143 champions and approximately 2,772 donors.

Retail contribution

During 2024 we operated 15 shops and an online and mail order shop. We relocated our shop in Oswestry in April to a flag ship new store and we closed our shop in Denbigh in June.

Hope House Lottery

The Hope House weekly lottery is run in conjunction with our partner Sterling Lotteries who draw the winning numbers every Friday (www.sterlinglotteries.co.uk). The Hope House Lottery belongs to the member group HLA (www.hospicelotteries.co.uk). We adhere to the Gambling Commission regulations including contributing to begambleaware each year.

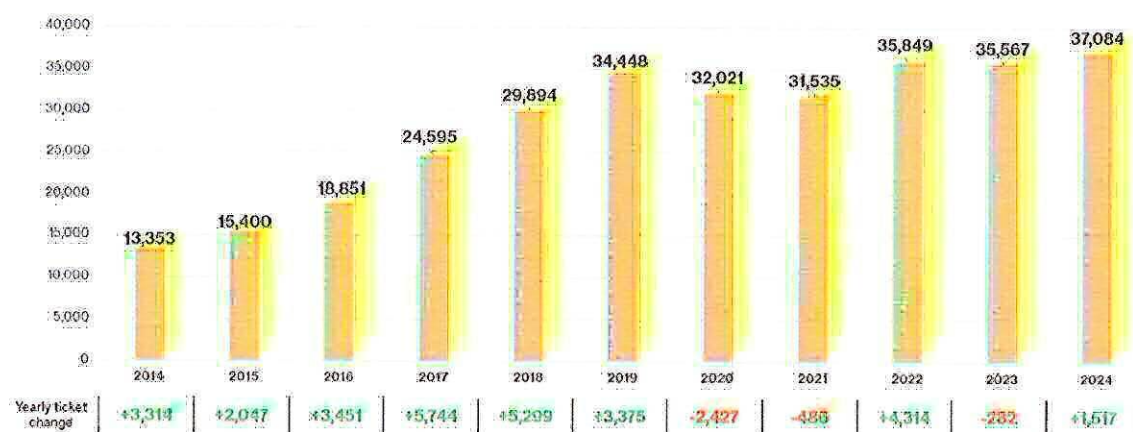
During the year we contracted with face-to-face canvassing agencies and individuals to recruit new supporters to the lottery through a combination of residential door to door recruitment and at venues.

Our lottery has grown from strength to strength over the last 10 years and we ended 2024 with a total of 30,525 lottery players and a total of 37,0084 tickets sold in the last draw of the year. Compared to 2023 this is an additional 1,426 active lottery players at year end.

Our future strategy is to maintain player numbers through recruitment and a focus on player engagement to reduce cancellations and maintaining profitability.

OUR FUNDRAISING (CONTINUED)

Year-end Lottery lines 2014-2024



Our fundraising standards

Donors, supporters and volunteers can be confident that Hope House Children's Hospices complies with the regulatory standards for fundraising. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice.

Our reputation with those who need our services and to those who kindly donate to us is paramount. We therefore make the following promises to those who so kindly support us:

We comply with all relevant law, regulations and codes of practice and ensure that those who are contracted to work with us understand and adhere to them in their entirety. We regularly monitor performance and have robust contracts in place to ensure compliance.

We treat the information supporters provide with the utmost respect and use it only for the purposes for which it has been given. Supporters can change their preferences at any time, and we aim to implement those changes within 2 working days.

We have a comprehensive vulnerable people's policy that is regularly reviewed and updated as required.

We respect and value all contributions to the charity and will never do any fundraising activity that may undermine our core values or integrity.

We sometimes engage the services of third parties to help us deliver the fundraising objectives, particularly where we do not have the expertise in house. We have safeguards in place when working with suppliers to protect our supporters and the reputation of our charity. We aim to ensure those agencies we employ also observe the highest standards in terms of fundraising practice. We manage and monitor the work undertaken on our behalf and have robust contracts in place to ensure that all activities are carried out to our high standards.

We are signed up to the Fundraising Preference Service to enable individuals to opt out from receiving fundraising communications from us.

Listening to supporters and addressing complaints

We take feedback seriously and although we strive to receive no complaints, when we did, these were prioritised and investigated, fully, quickly and fairly. Where a complaint was upheld we learnt from our mistake and put in effective measures to limit further distress or complaints of the same nature. Our website outlines our complaints policy and clearly explains how an individual can complain.

The following complaints were received in 2024 regarding our fundraising activity.

- Retail: 8 complaints – 6 upheld and action taken.
- Fundraising including Lottery: 10 complaints – 1 upheld and action taken.

Given the level of activity and volume of transactions, the level of complaints remains very low. We received no complaints or notifications via the Fundraising Regulator.

OUR PLANS FOR THE FUTURE

During 2025 we will focus on aligning the charity behind our new purpose and, in particular, delivering the following outcomes.

Providing professional care and support

1. Improved assessment of the needs of children and families and the identification and removal of barriers to service access.
2. Specifications and operating models for Care services aligned to the purpose.
3. A framework for engaging the views of service users and incorporating feedback into decision making and change.
4. Safe, inclusive, and impactful physical environments for the delivery of Care services.

Reaching every child from diagnosis

5. A confirmed catchment area for both proactive and reactive activity, and a clear understanding of service user need and the support available throughout.
6. Greater influence on clinical professionals to integrate hospice support into care pathways from the point of diagnosis.
7. An increase in the number of honest, effective, and timely conversations with families which lead to informed choice about accessing support.
8. More timely processing of new referrals and effective communication and support for families during the referral process.

Raising the money

9. An integrated income generation strategy (including statutory income) aligned with service priorities and purpose messaging.
10. Improved mechanisms for delivering best value, including monitoring returns on investment and understanding the impact of funded roles.

A well-run organisation

11. An engaged and valued workforce with the skills and knowledge to deliver the purpose, and behaviours reflecting the organisational values.
12. A robust and fit-for-purpose approach to pay and performance review.
13. Governance structures aligned to purpose including board activity, change methodology, procurement practices and information governance.

FINANCIAL REVIEW

The charity is financially stable, with strong reserves and a dependable supporter base. Several years of surplus have put the charity in a sound financial position, able to invest in service growth and income generation.

Financial performance in 2024 significantly exceeded expectations and the receipt of an unbudgeted grant from Welsh Government at the end of the year turned a budget deficit into a small surplus.

Income

Total income in 2024 was £13.4million (£12.2m 2023).

Income from donations and legacies was £6.1million, an increase 18% from 2023.

Our shops made a lower contribution to the charity during 2024 than in the previous year due to falling turnover, increased costs and the reduction in value of textile recycling income. Despite these difficult trading conditions, our shops made a net contribution to the charity of over £600K as well as providing an important presence across our catchment area. In 2024 a new interim retail plan was approved, focussing on stabilising and maximising value before positioning for growth in 2025 and growing in 2026.

The Hope House Lottery remained a significant and reliable income source in 2024, making a net contribution to the charity of £1.4million.

Hope House Children's Hospices maintained strong relationships with healthcare commissioners, who invested in the services we delivered to local children and families. During 2024 Hope House Children's Hospices received £1.8m in funding from statutory bodies towards service provision and capital expenditure. This represented 13% of income and 22% of charitable expenditure.

Whilst we are grateful to the UK and Welsh Governments and NHS organisations in England and Wales for the financial support provide, the funding falls short of the average funding for adult hospices and we continue to press the case for fair and sustainable funding for children's hospices.

Expenditure

Total expenditure in 2024 was £13.6 million an increase of c.£1 million from 2023 driven by increased salaries, inflation and increased services. Significant investment was made in care services, income generation, people development, and supporting infrastructure.

Charitable expenditure (excluding Trading and Lottery) was £10.35 million. £8.7 million of this was on charitable activities (84%), with the remaining £1.65 million on raising funds.)

Reserves policy

Hope House Children's Hospices hold financial reserves to safeguard the future of our care and support for children and families. Should our income not keep pace with costs over time, we may need to adjust the level of services we provide. If this becomes necessary, the trustees will plan any changes with great care to ensure that children and families continue to receive the greatest possible benefit in line with our charitable purpose.

Reserves are held for the following purposes:

To manage short term income shortfalls

Each income stream is assessed as to the likelihood and degree of an income shortfall. Reserves are held a level sufficient to ensure service continuity for 2 years if income falls short of forecast, whilst steps are taken to reduce costs.

To adjust costs to match income

Reserves are held to restructure costs in the event of income not meeting forecast. The money would primarily be used to meet the costs of reducing the workforce by up to 25%.

To provide for catastrophic events

Through a risk management process, we seek to rationalise, quantify and avoid events occurring and insure against those risks that cannot be removed. However, there is always the potential of an unforeseen catastrophic event occurring. It is impossible to quantify such an event but there is sense in holding reserves to mitigate impact or aid recovery should one occur.

Level of Reserves

For the period 2023 to 2025, reserves will be held at the levels below. If reserves fall below these levels then action will be taken to reduce costs within the following 12 months in accordance with agreed priorities, bringing expenditure and income into balance. The level of reserves and compliance with the policy will be considered by the Board of Trustees quarterly and the policy will be reviewed by December 2025.

FINANCIAL REVIEW (CONTINUED)

Purpose for which reserves are held	Minimum reserves at year end		
	2023	2024	2025
To manage income shortfalls	2,826,000	2,853,000	2,976,125
To adjust costs	1,000,000	1,000,000	1,000,000
To respond to a catastrophic event	350,000	350,000	350,000
Total	4,176,000	4,203,000	4,326,125

The level of reserves have been determined through a risk based reserves calculation that accounts for high levels of uncertainty over income offset by a fairly static cost base.

Following three years of significant surplus, reserves during 2023 were substantially above policy and in December 2023 the Board of Trustees establishment of three designated funds for the financial years 2023 - 2025.

Hospices Modernisation and Enhancement Fund - £1,000,000

Retail Growth & Development Fund - £500,000

Purpose & Impact Alignment Fund - £1,500,000.

Unlike the contingency designated funds (for which the reserves policy determines the minimum level that must be maintained), the three additional funds were designated with the specific intent to spend them. Designating funds in this way allowed the trustees to invest in pursuit of the charity's purpose and demonstrate to external funders and stakeholders why these funds are being held.

Investment policy

The investment portfolio is managed by the Income & Investment committee of the Board of Trustees. In general terms, the aim is to spread risk across several sectors as follows:

Cash in UK registered current, deposit and overnight bank accounts.

Shares traded on the London Stock Exchange and overseas.

Freehold and leasehold land.

Shares and other investments donated to the charity (after a full financial review of the investment at the next appropriate investment committee meeting).

Shares in subsidiary companies.

Unit trusts, open ended investment companies, trust companies and the like.

The Income and Investments committee is mindful of its key responsibility of keeping the finances of the charity secure and have therefore adopted a medium risk investment strategy. The committee engaged the services of Investec Wealth and Investment (subsequently Rathbones) and Parmenion Capital Partners to manage the charity's equity portfolio and received independent financial advice from Redbourne Wealth Management.

The performance of the Investment Manager and Portfolio was reviewed regularly by the Income and Investment committee and performance assessed against the Balanced Asset Benchmark produced by Asset Risk Consultants (ARC).

TRUSTEES' RESPONSIBILITIES STATEMENT

The trustees (who are also directors of Hope House Children's Hospices for the purposes of company law) are responsible for preparing the trustees' report (including the group director's and strategic report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company and the group's transactions and disclose with reasonable accuracy at any time the financial position of the charitable group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

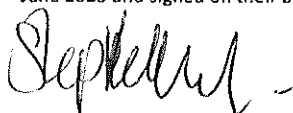
Disclosure of information to auditors

Each of the persons who are trustees at the time when this trustees' report is approved has confirmed that:

so far as that trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and

that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

This report, incorporating the group strategic report, was approved by the trustees, in their capacity as company directors, on 26th June 2025 and signed on their behalf by:



Stephen Henly
Chair of Trustees

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS

Opinion

We have audited the financial statements of Hope House Children's Hospices (the 'charitable parent company') and its subsidiaries ('the group') for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and the charitable parent company's affairs as at 31 December 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group and the charitable parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and the charitable parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Trustees has been prepared in accordance with applicable legal requirements.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS (CONTINUED)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Report of the Trustees. We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate Accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the group and the charitable parent company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the charitable parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group and the charitable parent company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the client's operating sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- reviewing the client's system notes and internal controls.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS (CONTINUED)

- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 3 were indicative of potential bias;

- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;

- enquiring of management as to actual and potential litigation and claims

- reviewing correspondence with HMRC.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the group and the charitable parent company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group and the charitable parent company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the group and the charitable parent company and the group and the charitable parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Aled Davies FCCA (Senior Statutory Auditor)
for and on behalf of D.R.E. & CO (Audit) Limited
7 Lower Brook Street
Oswestry
Shropshire
SY11 2HG

26th June 2025

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2024**

	Notes	Unrestricted	Restricted	31.12.24 Total	31.12.23 Total
		funds £	fund £	funds £	funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	5,617,783	490,797	6,108,580	5,158,594
Charitable activities					
Charitable activities	4	9,457	1,794,487	1,803,944	1,648,919
Other trading activities	5	5,310,693	-	5,310,693	5,268,594
Investment income	6	187,367	-	187,367	188,735
Total		11,125,300	2,285,284	13,410,584	12,264,842
EXPENDITURE ON					
Raising funds	7	1,649,157	-	1,649,157	1,507,485
Trading activities	8	3,273,187	-	3,273,187	2,954,393
Charitable activities					
Charitable activities	9	6,743,815	1,994,596	8,738,411	8,172,688
Total		11,666,159	1,994,596	13,660,755	12,634,566
Net gains on investments	16	513,547	-	513,547	414,647
NET INCOME/(EXPENDITURE)		(27,312)	290,688	263,376	44,923
RECONCILIATION OF FUNDS					
Total funds brought forward	20	15,462,121	229,743	15,691,864	15,646,941
TOTAL FUNDS CARRIED FORWARD		15,434,811	520,431	15,955,242	15,691,864

All activities relate to continuing operations. The Statement of Financial Activities includes all gains and losses recognised in the year.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**CONSOLIDATED BALANCE SHEET
FOR THE YEAR ENDED 31 DECEMBER 2024**

	Notes	Unrestricted funds £	Restricted fund £	31.12.24 Total funds £	31.12.23 Total funds £
FIXED ASSETS					
Tangible assets	14	5,053,975	407,185	5,461,160	4,811,226
Investment property	15	409,999	-	409,999	409,999
Investments	16	7,249,536	-	7,249,536	7,712,316
		12,713,510	407,185	13,120,695	12,940,541
CURRENT ASSETS					
Stocks	17	19,814	-	19,814	19,514
Debtors	18	2,647,317	-	2,647,317	1,866,827
Cash at bank and in hand		887,326	113,246	1,000,572	1,663,988
		3,554,457	113,246	3,667,703	3,550,329
CREDITORS					
Amounts falling due within one year	19	(833,156)	-	(833,156)	(799,006)
NET CURRENT ASSETS		2,721,301	113,246	2,834,547	2,751,323
TOTAL ASSETS LESS CURRENT LIABILITIES		15,434,811	520,431	15,955,242	15,691,864
NET ASSETS		15,434,811	520,431	15,955,242	15,691,864
FUNDS	20				
Unrestricted funds				15,434,811	15,462,121
Restricted funds				520,431	229,743
TOTAL FUNDS				15,955,242	15,691,864

The financial statements were approved by the trustees on 26th June 2025 and signed on their behalf by:



Stephen R Henly

**CHARITY BALANCE SHEET
FOR THE YEAR ENDED 31 DECEMBER 2024**

		Unrestricted funds £	Restricted fund £	31.12.24 Total funds £	31.12.23 Total funds £
FIXED ASSETS					
Tangible assets	14	5,053,975	407,185	5,461,160	4,811,226
Investment property	15	409,999	-	409,999	409,999
Investments	16	7,249,540	-	7,249,540	7,719,316
		12,713,514	407,185	13,120,699	12,940,541
CURRENT ASSETS					
Stocks	17	-	-	-	18,274
Debtors	18	2,647,317	-	2,647,317	2,011,478
Cash at bank and in hand		762,498	113,246	875,744	1,350,151
		3,409,815	113,246	3,523,061	3,379,903
CREDITORS					
Amounts falling due within one year	19	(694,950)	-	(694,950)	(635,015)
		2,714,865	113,246	2,828,111	2,744,887
NET CURRENT ASSETS					
		15,428,379	520,431	15,948,810	15,685,432
TOTAL ASSETS LESS CURRENT LIABILITIES					
		15,428,379	520,431	15,948,810	15,685,432
NET ASSETS					
		15,428,379	520,431	15,948,810	15,685,432
FUNDS					
Unrestricted funds	20			15,428,379	15,455,689
Restricted funds				520,431	229,743
				15,948,810	15,685,432
TOTAL FUNDS					

The financial statements were approved by the trustees on 26th June 2025 and signed on their behalf by:



Stephen R Henly

**CONSOLIDATED STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024**

		31.12.24	31.12.23
		£	£
Cash flows from operating activities	CF1		
Cash generated from operations		(727,602)	545,239
Interest paid		(39,251)	-
Net cash provided by operating activities		(766,853)	545,239
 Cash flows from investing activities			
Purchase of tangible fixed assets		(1,067,259)	(329,242)
Purchase of fixed asset investments		(1,013,432)	(1,000,000)
Sale of fixed asset investments		1,991,380	-
Interest received		187,367	-
Movement on cash account		5,379	-
Net cash used in investing activities		103,435	(1,329,242)
Change in cash and cash equivalents in the reporting period		(663,416)	(784,003)
 Cash and cash equivalents at the beginning of the reporting period	CF2	1,663,988	2,447,991
 Cash and cash equivalents at the end of the reporting period	CF2	<u>1,000,572</u>	<u>1,663,988</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

CF 1 RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.12.24	31.12.23
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	263,376	44,923
Adjustments for:		
Depreciation charges	417,325	390,809
Income from investments	(185,928)	(188,735)
Investment management fees	39,251	37,462
Gain on investments	(513,547)	(348,883)
Revaluation of investment property	-	(65,764)
Interest received	(1,439)	-
Increase in stocks	(300)	(5,441)
(Increase)/decrease in debtors	(780,490)	541,759
Increase in creditors	34,150	139,109
Net cash (consumed) / provided by operations	(727,602)	545,239

CF 2 ANALYSIS OF CHANGES IN NET FUNDS

	At 01.01.24	Cash Flow	At 31.12.24
	£	£	£
Cash at bank and in hand	1,663,988	(663,416)	1,000,572
Total cash and cash equivalents	1,663,988	(663,416)	1,000,572

1. ACCOUNTING POLICIES

Charity information

Hope House Children's Hospices is a registered charity and private company limited by guarantee incorporated in England and Wales. The registered office is Nant Lane, Morda, Oswestry SY10 9BX.

The group consists of Hope House Children's Hospices and all of its subsidiaries.

The charitable company's financial statements have been prepared in compliance with the Charities SORP (FRS 102) issued 1 January 2015 (update bulletin 2, effective 1 January 2019).

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The charitable company is a Public Benefit Entity as defined by FRS 102. The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of certain financial instruments at fair value. The principal accounting policies adopted are set out below.

The charitable company is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group prepares publicly available consolidated financial statements, including this company, which are intended to give a true and fair view of the assets, liabilities, financial position and profit or loss of the group. The charity has therefore taken advantage of exemptions from the following disclosure requirements for parent company information presented within the consolidated financial statements:

- Section 7 'Statement of Cash Flows': Presentation of a statement of cash flow and related notes and disclosures;
- Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues': Carrying amounts, interest income/expense and net gains/losses for each category of financial instrument; basis of determining fair values; details of collateral, loan defaults or breaches, details of hedges, hedging fair value changes recognised in profit or loss and in other comprehensive income;
- Section 33 'Related Party Disclosures': Compensation for key management personnel.

1.2 Basis of consolidation

The consolidated financial statements incorporate those of Hope House Children's Hospices and all of its subsidiaries (i.e. entities that the group controls through its power to govern the financial and operating policies so as to obtain economic benefits) on a line-by-line basis. All financial statements are made up to 31 December 2024.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

1.3 Preparation of the accounts on a going concern basis

The trustees have considered the future trading of the charitable company and the group and have prepared cash flow forecasts for a period of 12 months from the date of these financial statements.

At the time of approving the financial statements, the trustees have a reasonable expectation that the

charitable company and group have adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.4 Incoming resources

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution.

Where legacies have been notified to charities or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income from charitable activities is grant income received from statutory bodies, this is recognised when the charity has entitlement to the funds, any performance conditions have been met and the amount can be reliably measured.

1.5 Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and the economic benefit can be measured reliably.

In accordance with the Charities SORP (FRS102), the general volunteer time is not recognised, refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

1.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally on notification of the interest paid or payable by the bank.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation. Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

1.7 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are unrestricted funds of the charity that have been set aside by the trustees for specific purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund when specified by the donor or when funds are raised for particular restricted purposes.

1.8 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies, costs of fundraising activities including the costs of commercial trading, shop trading and the lottery and their associated support costs.

- Expenditure on charitable activities includes the cost of providing care and associated support.

1.9 Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include head office costs, finance, personnel, payroll and governance costs and also include project management carried out centrally. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

1.10 Operating leases

The charity classifies the lease of shop premises and vehicles as operating leases. Rentals under operating leases are charged on a straight line basis over the term of the lease.

1.11 Tangible fixed assets

Individual fixed assets costing £1,000 or more were capitalised at cost in the year including any incidental expenses of acquisition.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold buildings - 40 years straight line

Freehold land - not provided

Plant and machinery - 4 – 10 years straight line

Motor vehicles - 5 – 10 years straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.12 Investment Property

Investment property, which is property held to earn rentals and/or for capital appreciation, is initially recognised at cost, which includes the purchase cost and any directly attributable expenditure. Subsequently it is measured at fair value at the reporting end date. Changes in fair value are recognised in profit or loss and transferred to a non-distributable profit reserve.

1.13 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Transaction costs are expensed as incurred. Changes in fair value are recognised in the statement of financial activities throughout the year.

Investments in subsidiaries are valued at cost less provision for impairment.

1.14 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.15 Debtors

Debtors are recognised at the settlement amount due after any trade discounts offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.16 Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the account.

1.17 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.18 Pensions

The group and charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the group and charity to the fund in respect of the year.

1.19 Financial Instruments

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method. Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as noncurrent liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charitable company's contractual obligations expire or are discharged or cancelled.

1.20 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgement, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Determining residual values and useful economic lives of tangible fixed assets

The group depreciates tangible assets over their estimated useful lives based on historic performance. The actual lives can vary.

Recognition of legacy income

The group recognises receipt of a legacy when the receipt is probable, the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. This can often be several months before the actual receipt which can vary.

2 LEGAL STATUS

The charity is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

3 INCOME FROM DONATIONS AND LEGACIES

	2024	2024	2024	2023
	Unrestricted	Restricted	Total funds	Total funds
	funds	funds		
	£	£	£	£
Other income	59,398	-	59,398	48,828
Donations	2,666,136	490,797	3,156,933	3,071,246
Gift aid	325,478	-	325,478	304,518
Legacies	2,566,771	-	2,566,771	1,734,002
	5,617,783	490,797	6,108,580	5,158,594

Incoming resources from non-exchange transactions

Donated goods and facilities for which there was no income recorded were received to a value of £42,262 (2023: £80,582). No conditions were attached to these donations.

In addition to paid staff, the charity was supported by 614 (2023: 614) active volunteers during the year. As a result, in 2024 volunteers provided 70,164 hours (2023: 84,039 hours) of volunteering worth equivalent of £909,692 (2023: £1,022,393) in salary costs.

4 INCOME FROM CHARITABLE ACTIVITIES

		31.12.24	31.12.23
	Activity	£	£
Grants	Charitable activities	1,803,944	1,648,919

Grants received, included in the above, are as follows:

	31.12.24	31.12.23
	£	£
English CCG grants	320,181	318,247
NHS England grant	381,353	307,240
Welsh LHB grants	592,543	214,956
Other	1,209	-
NHS/WHA - Pensions	82,034	80,256
NHS Wales - Hospice funding	426,624	426,624
Southampton Hospital	-	301,596
	1,803,944	1,648,919

5 INCOME FROM TRADING ACTIVITIES

	2024	2024	2024	2023
	Unrestricted	Restricted	Total funds	Total funds
	funds	funds		
	£	£	£	£
Hope House (Trading) Limited	110,654	-	110,654	85,114
Hope House (Lottery) Limited	2,069,677	-	2,069,677	2,010,753
Hope House Children's Hospices	3,130,363	-	3,130,363	3,172,727
	5,310,693	-	5,310,693	5,268,594

The 2024 total income from trading activities was unrestricted. The trade of Hope House (Trading) Limited is derived from the purchase and sale of merchandise (new goods). Hope House (Lottery) Limited operates the lottery scheme and raffle. Trading activities in Hope House Children's Hospices represents the sale of donated goods in the charity shops.

6 INCOME FROM INVESTMENT ACTIVITIES

	2024 Unrestricted funds	2024 Restricted funds	2024 Total funds	2023 Total funds
	£	£	£	£
Hope House (Lottery) Limited	2	-	2	2
Hope House Children's Hospices	187,365	-	187,365	188,733
	<u>187,367</u>	<u>-</u>	<u>187,367</u>	<u>188,735</u>

Investment income has arisen on the dividends and interest earned on the charity's listed investment portfolio. All investment income in 2024 was unrestricted.

7 EXPENDITURE ON RAISING FUNDS WITHIN THE CHARITY

	31.12.24 £	31.12.23 £
Staff costs	1,223,020	1,094,502
Insurance	7,064	5,929
Telephone	25,281	14,491
Postage and stationery	29,968	44,529
Promotional expenses	73,297	75,464
Designing and branding	43,844	36,861
Event expenses	123,155	117,183
Travelling expenses	23,588	21,409
Training and conferences	7,711	351
General expenses	19,466	11,643
Payment processing fees	25,536	43,899
Investment management costs	39,251	37,456
Commission paid	-	1,042
Innovation fund	-	2,726
Premises costs	7,976	-
	<u>1,649,157</u>	<u>1,507,485</u>
Attributable to:		
Unrestricted funds	1,649,157	1,507,485
Restricted funds	<u>1,649,157</u>	<u>1,507,485</u>

8 EXPENDITURE ON TRADING ACTIVITIES

	2024 Unrestricted funds	2024 Restricted funds	2024 Total funds	2023 Total funds
	£	£	£	£
Hope House (Trading) Limited	70,044	-	70,044	56,120
Hope House (Lottery) Limited	651,829	-	651,829	727,055
Hope House Children's Hospices	2,551,314	-	2,551,314	2,171,218
	<u>3,273,187</u>	<u>-</u>	<u>3,273,187</u>	<u>2,954,393</u>

9 EXPENDITURE ON CHARITABLE ACTIVITIES

Charitable Activities	31.12.24 £	31.12.23 £
Wages	5,660,620	5,253,787
Rates and water	12,277	9,357
Insurance	38,658	34,652
Light and heat	60,527	88,908
Telephone	54,457	39,829
Postage and stationery	38,590	52,505
Repairs and maintenance	92,482	162,867
Housekeeping	101,348	92,626
Food and catering	90,339	94,443
Motor expenses	24,509	21,529
Vehicle lease charges	7,806	7,755
Travelling expenses	42,756	31,296
Training and conferences	44,818	33,776
General expenses	79,616	138,908
Nursing consumables	33,851	33,238
Medical cover	124,832	73,846
Care database & software subs	86,305	100,077
Agency	2,434	3,264
Rent	25,000	28,760
Innovation fund	5,788	2,481
Depreciation of tangible fixed assets	353,387	342,376
	6,980,400	6,646,280
Support Costs		
Printing, postage, stationery and IT	36,476	34,563
Telephone	22,410	23,565
Rates and water	2,982	1,768
Light & heat	2,100	1,171
Repairs and maintenance	16,807	3,660
General expenses	19,242	124,714
Travelling expenses	18,328	20,993
Training and conferences	25,527	42,736
Wages and salaries	1,300,774	1,026,464
Agency & recruitment	13,449	21,534
Apprentice levy	40,178	32,366
Staff benefit scheme	50,122	25,832
Bank charges	16,927	17,205
Insurance	10,321	8,650
Rent and service charges	17,059	19,062
Irrecoverable VAT	14,120	5,665
Innovation fund	1,874	-
Software and licensing	84,336	81,433
	1,693,032	1,491,381
Governance costs		
Audit fees - audit services	18,000	6,000
Finance and legal fees	44,099	24,408
Trustee expenses	2,880	4,619
	64,979	35,027
Total charitable expenditure	8,738,411	8,172,687

10 NET INCOME

This is stated after charging:-

Depreciation of owned tangible fixed assets	417,325	390,809
Auditors remuneration - audit of group	15,000	5,000
Auditors remuneration - non-audit services	3,000	2,500
	<u>435,325</u>	<u>398,309</u>

11 TRUSTEE'S REMUNERATION AND BENEFITS

During the year, no trustees received any remuneration (2023: £Nil). During the year, no trustees received any benefits in kind (2023: £Nil). No trustees were reimbursed expenses (2023: £Nil). Expenses totalling £2,159 (2023: £1,406) for travel were waived by trustees during the year. The charity incurred costs of £2,880 (2023: £4,619) in relation to the trustees that are compulsory for them to conduct their roles. These expenses include indemnity insurance and governance training.

12 STAFF BENEFITS

	Group		Charity	
	31.12.24	31.12.23	31.12.24	31.12.23
	£	£	£	£
Wages and salaries	8,422,871	7,563,828	8,387,935	7,525,500
Social security costs	750,984	658,901	748,988	656,687
Other pension costs	620,783	559,402	618,853	557,231
	<u>9,794,638</u>	<u>8,782,131</u>	<u>9,755,776</u>	<u>8,739,418</u>

The average monthly number of employees during the year was as follows:

	Group		Charity	
	31.12.24	31.12.23	31.12.24	31.12.23
Hospice services	151	161	151	161
Fundraising & publicity	31	28	31	28
Support	35	27	35	27
Retail & lottery	71	69	69	66
	<u>288</u>	<u>285</u>	<u>286</u>	<u>282</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	31.12.24	31.12.23	31.12.24	31.12.23
£60,001 - £70,000	1	-	1	-
£70,001 - £80,000	2	2	2	2
£80,001 - £90,000	1	-	1	-
£90,001 - £100,000	-	1	-	1
Over £100,000	1	1	1	1
	<u>5</u>	<u>4</u>	<u>5</u>	<u>4</u>

The key management personnel of the group, comprise the Trustees', the Chief Executive Officer, Director of Income Generation and Communications, Director of Care, Director of Finance, People and Resources plus the Directors of the wholly owned subsidiaries. The total employee benefits of the key management personnel were £467,893 (2023: £462,412).

13 2023 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	4,708,362	450,232	5,158,594
Charitable activities	-	1,648,919	1,648,919
Charitable activities			
Other trading activities	5,268,594	-	5,268,594
Investment income	188,735	-	188,735
TOTAL INCOME	10,165,691	2,099,151	12,264,842
EXPENDITURE ON			
Raising funds	1,507,485	-	1,507,485
Trading activities	2,954,393	-	2,954,393
Charitable activities			
Charitable activities	6,245,135	1,927,553	8,172,688
TOTAL EXPENDITURE	10,707,013	1,927,553	12,634,566
 Net gains on investments	 414,647	 -	 414,647
NET INCOME/(EXPENDITURE)	(1,631,440)	1,676,363	44,923
Transfers between funds	1,631,582	(1,631,582)	
 Net movement in funds	 142	 44,781	 44,923
RECONCILIATION OF FUNDS			
Total funds brought forward	15,461,979	184,962	15,646,941
 TOTAL FUNDS CARRIED FORWARD	 15,462,121	 229,743	 15,691,864

14 TANGIBLE FIXED ASSETS

	Freehold property £	Plant and machinery £	Motor vehicles £	Totals £
COST				
At 1 January 2024	6,925,189	2,233,066	176,348	9,334,603
Additions	565,362	501,897	-	1,067,259
At 31 December 2024	7,490,551	2,734,963	176,348	10,401,862
DEPRECIATION				
At 1 January 2024	3,145,877	1,254,005	123,495	4,523,377
Charge for year	157,927	246,079	13,319	417,325
At 31 December 2024	3,303,804	1,500,084	136,814	4,940,702
NET BOOK VALUE				
At 31 December 2024	4,186,747	1,234,879	39,534	5,461,160
At 31 December 2023	3,779,312	979,061	52,853	4,811,226

Freehold property comprises the following: Hope House Hospice building and land, Ty Gobaith building and land, Administration Bungalow and the Bangor Shop. The freehold land is held at a cost of £608,106 (2023: £608,106), which is not depreciated.

During the year, the charity purchased tangible fixed assets totalling £407,185 (2023: £126,817) funded by restricted donation and grants. As the performance conditions on these assets purchases have been met, the funding has been transferred to the general fund.

At 31 December 2024 the charity had received £82,000 (2023: £45,600) in restricted funding for the acquisition of tangible fixed assets which had not been completed at the year end. This income has been carried forward in the restricted fund.

15 INVESTMENT PROPERTY

	Total £
FAIR VALUE	
At 1 January 2024	
and 31 December 2024	409,999
NET BOOK VALUE	
At 31 December 2024	409,999
At 31 December 2023	409,999

The investment properties held by the charity are the buy to let property of, 81 Borfa Green, Welshpool and 2 Parciau Bach, Criccieth, a property previously bequeathed to the group and the charity.

The properties have been revalued to reflect their fair values in the accounts. The Welshpool property's fair value is based on the market value price per a marketing report carried out by Morris Marshall Poole, independent valuers, who are not connected to the charity, on 4 April 2024.

The market value of the Criccieth property was arrived at on the basis of a valuation carried out by TP & Co Surveying, independent valuers, who are not connected to the charity, on 5 April 2024.

The trustees consider these valuations to be appropriate as at 31 December 2024. The historic cost of the properties is £344,235. See movement in funds note for the impact on the group's and charity's reserves.

16 FIXED ASSET INVESTMENTS

	Listed Investments £	Cash and settlements pending £	Totals £
MARKET VALUE			
At 1 January 2024	7,577,047	142,269	7,719,316
Additions	1,013,432	-	1,013,432
Disposals	(1,991,380)	-	(1,991,380)
Portfolio movement	513,547	-	513,547
Movement on cash account	-	(5,379)	(5,379)
At 31 December 2024	7,112,646	136,890	7,249,536
NET BOOK VALUE			
At 31 December 2024	7,112,646	136,890	7,249,536
At 31 December 2023	7,577,047	142,269	7,719,316

The net book value of investment assets held outside of the UK was £3,673,425 (2023: £3,687,911).

	Listed investments £	Cash and settlements pending £	Shares in subsidiaries £	Totals £
MARKET VALUE				
At 1 January 2024	7,577,047	142,269	4	7,719,320
Additions	1,013,432	-	-	1,013,432
Disposals	(1,991,380)	-	-	(1,991,380)
Revaluations	513,547	-	-	513,547
Movement on cash account	-	(5,379)	-	(5,379)
At 31 December 2024	7,112,646	136,890	4	7,249,540
NET BOOK VALUE				
At 31 December 2024	7,112,646	136,890	4	7,249,540
At 31 December 2023	7,577,047	142,269	4	7,719,320

Charity investment in subsidiaries comprise:

Subsidiary	Company No.	Percentage Shareholding	Class of shares	No of shares	Total value
Hope House (Trading) Limited	02691088	100	Ordinary £1	2	2
Hope House (Lottery) Limited	05066936	100	Ordinary £1	2	2
					4

16 FIXED ASSET INVESTMENTS (CONTINUED)

The wholly owned trading subsidiaries, Hope House (Trading) Limited and Hope House (Lottery) Limited are incorporated in the United Kingdom. They both have the registered office of Nant Lane, Morda, Oswestry, Shropshire, SY10 9BX. Hope House (Trading) Limited and Hope House (Lottery) Limited distribute all of their profits to the Charity under Deed of Covenant.

	Hope House (Trading) Limited		Hope House (Lottery) Limited	
	2024	2023	2024	2023
	£	£	£	£
Current assets	20,330	2,373	154,547	312,704
Current liabilities	(18,761)	(804)	(149,680)	(307,837)
Aggregate share capital and reserves		1,569	4,867	4,867
Net income from trading activities	46,143	33,249	1,417,850	1,283,700

17 STOCKS

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Goods for resale	19,814	19,514	-	18,274

18 DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	31.12.24	31.12.23	31.12.24	31.12.23
	£	£	£	£
Trade debtors	57,414	-	57,414	-
Other debtors	2,220,339	1,662,151	2,220,339	1,662,151
Amounts owed by group undertakings	-	-	-	144,651
VAT	161,223	-	161,223	-
Prepayments and accrued income	208,341	204,676	208,341	204,676
	<u>2,647,317</u>	<u>1,866,827</u>	<u>2,647,317</u>	<u>2,011,478</u>

19 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	31.12.24	31.12.23	31.12.24	31.12.23
Trade creditors	397,110	186,895	364,116	170,366
Social security and other taxes	173,335	169,046	173,335	169,046
Other creditors	101,766	88,088	101,766	88,088
Amounts owed to group	-	-	11,474	-
Accruals and deferred income	160,945	354,977	44,259	207,515
	<u>833,156</u>	<u>799,006</u>	<u>694,950</u>	<u>635,015</u>

19 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR (CONTINUED)

Included within accruals and deferred income is deferred income totalling £13,797 (2023: £101,156) in the charity. Deferred income in Hope House Children's Hospices is recognised in respect of grants where the performance agreement runs across multiple periods. The deferred income recognised in 2023 has been subsequently recognised as income in 2024 and 2024 income will be recognised in 2025.

Included in deferred income is £97,709 (2023: £127,705) in relation to Hope House (Lottery) Limited, the deferred income relates to the collection of funds for future lottery draws. The income is recognised once a draw period is closed with future draw income to be recognised as draws take place in the future.

20 STATEMENT OF FUNDS

Group	At 1.1.24 £	Net movement in funds £	At 31.12.24 £
Unrestricted funds			
General funds - all funds	8,220,357	145,688	8,366,045
Business continuity	4,176,000	27,000	4,203,000
Hospice modernisation	1,000,000	-	1,000,000
Retail growth	500,000	(200,000)	300,000
Purpose Alignment	1,500,000	-	1,500,000
Revaluation reserve	65,764	-	65,764
	15,462,121	(27,312)	15,434,810
Restricted funds			
Restricted funds - all funds	229,743	290,688	520,431
TOTAL FUNDS	15,691,864	263,376	15,955,242

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General funds - all funds	11,125,300	(11,666,159)	513,547	(27,312)
Restricted funds				
Restricted funds - all funds	2,285,284	(1,994,596)	-	290,688
TOTAL FUNDS	13,410,584	(13,660,755)	513,547	263,376

20 STATEMENT OF FUNDS (CONTINUED)

Charity	At 1.1.24 £	Net movement in funds £	At 31.12.24 £
Unrestricted funds			
General funds - all funds	8,213,925	145,688	8,359,615
Business continuity	4,176,000	27,000	4,203,000
Hospice modernisation	1,000,000	-	1,000,000
Retail growth	500,000	(200,000)	300,000
Purpose Alignment	1,500,000	-	1,500,000
Revaluation reserve	65,764	-	65,764
	15,455,689	(27,312)	15,428,379
Restricted funds			
Restricted funds - all funds	229,743	290,688	520,431
TOTAL FUNDS	15,685,432	263,376	15,948,810

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General funds - all funds	10,408,961	(10,949,819)	513,547	(27,312)
Restricted funds				
Restricted funds - all funds	2,285,284	(1,994,596)	-	290,688
TOTAL FUNDS	12,694,245	(12,944,415)	513,547	263,376

20 STATEMENT OF FUNDS (CONTINUED)

DESIGNATED FUNDS

Workforce Management Fund

The trustees are conscious that the charity must operate with an appropriately skilled workforce and are very aware of their responsibilities to its employees. Funds are therefore held and designated in a Workforce Management Fund to accommodate the cost of ensuring sufficient skilled capacity across the organisation.

Changes in service delivery may result in some staff not having the necessary skills to work effectively. If unable to retrain and gain skills at the required level of competence, then this fund allows the organisation to discharge its obligation to those staff not able to maintain high standards of delivery due to circumstances beyond their control.

Payment from this fund can only be considered in cases where the benefit to both the employee and the organisation can be demonstrated.

Service Development Fund

Fundraising

There is compelling evidence to support the case for investment in fundraising. Returns are significantly better than bank investments for slightly higher risk and we can flex investment in fundraising, increasing it when the returns look good and decreasing when not.

To achieve the desired levels of growth, it is proposed that the investment in fundraising is increased to 24% of total voluntary income by 2024. Funds are designated to support this investment if required.

Care

As the needs and complexity of the children cared for by the organisation evolves, services must evolve with them. To ensure that this development is possible, funds have been designated should they be required.

Business Continuity Fund

To manage income shortfalls

Analysis has identified and assessed the risk to the income received by the charity from various sources. Reserves are held to ensure service continuity if this income falls short of the forecast, allowing time to either restore this income or reduce costs accordingly.

To adjust costs

A reserve has been designated for costs associated with restructuring the charity to reduce costs in the event of income not meeting forecast. This fund would be used primarily to meet the cost of reducing the workforce.

Catastrophic event

Through a risk management process, we seek to rationalise, quantify and avoid catastrophic events occurring and insure against those risks that cannot be removed. However, there is always the potential of an event occurring. Clearly it is impossible to quantify a catastrophic event, but it is prudent to designate a reserve fund to mitigate the impact or to aid recovery should such an event occur. Therefore, designated funds are held for catastrophic events.

Hospice modernization

A reserve has been designated for Hospice improvements and modernisations, this is in recognition of the age of the hospice buildings and the need to invest in capital projects to ensure that we are providing the 'hospice of the future' environment. There is an internal plan and expectation that we will be able to gain additional funds for this work through Grants and Trusts.

20 STATEMENT OF FUNDS (CONTINUED)

Retail growth

There is a need in the coming years to invest in the retail shops of the hospice, this is for refurbishment, health and safety improvements, expansion and business development initiatives to increase the contribution to the main charity from the retail sector. Each shop will be reviewed on an individual basis and will have its own business case for using the reserves.

Purpose Alignment

As the Charity works through their new purpose alignment, this fund has been designated to ensure that we can continue the development of care services, the increase of the Hospices reach and sustainable charitable income growth. This will ensure that the new purpose is in place through all areas of the charity.

21 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2024	Restricted funds 2024	Total funds 2024
Group - 2024			
Tangible fixed assets	5,053,975	407,185	5,461,160
Investment property	409,999	-	409,999
Fixed Asset Investments	7,249,536	-	7,249,536
Current Assets	3,554,457	113,246	3,667,703
Creditors due within one year	(833,156)	-	(833,156)
	15,434,811	520,431	15,955,242

	Unrestricted funds 2023	Restricted funds 2023	Total funds 2023
Group - 2023			
Tangible fixed assets	4,765,626	45,600	4,811,226
Investment property	409,999	-	409,999
Fixed Asset Investments	7,719,316	-	7,719,316
Current Assets	3,366,186	184,143	3,550,329
Creditors due within one year	(799,006)	-	(799,006)
	15,462,121	229,743	15,691,864

	Unrestricted funds 2024	Restricted funds 2024	Total funds 2024
Charlty - 2024			
Tangible fixed assets	5,053,975	407,185	5,461,160
Investment property	409,999	-	409,999
Fixed Asset Investments	7,249,540	-	7,249,540
Current Assets	3,409,815	113,246	3,523,061
Creditors due within one year	(694,950)	-	(694,950)
	15,428,379	520,431	15,948,810

	Unrestricted funds 2023	Restricted funds 2023	Total funds 2023
Charlty - 2023			
Tangible fixed assets	4,765,626	45,600	4,811,226
Investment property	409,999	-	409,999
Fixed Asset Investments	7,719,320	-	7,719,320
Current Assets	3,195,760	184,143	3,379,903
Creditors due within one year	(635,016)	-	(635,016)
	15,455,689	229,743	15,685,432

22 EMPLOYEE BENEFIT OBLIGATIONS

The charity makes contributions to certain pension schemes for its employees. The assets of these schemes are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions payable by the charity to the fund amounted to £625,244 (2023: £557,231).

23 LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.12.24	31.12.23
	£	£
Within one year	289,655	387,097
Between one and five years	1,077,357	832,378
In more than five years	396,233	341,583
	<u>1,763,245</u>	<u>1,561,058</u>

During the year operating lease charges were recognised as rent expenses in the following; the cost of operating charity shops £424,454 (2023: £349,406); hospice activities undertaken directly £25,000 (2023: 28,760); and support costs £17,059 (2023: 19,062).

During the year operating lease charges were recognised as vehicle lease expenses in the following; cost of operating charity shops £18,723 (2023: £13,352) and hospice activities undertaken directly £7,806 (2023: £7,755).

24 FINANCIAL COMMITMENTS, GUARANTEES AND CONTINGENT LIABILITIES

At 31 December 2024 the group and charity had committed to £Nil (2023: £217,388) in ongoing capital projects in addition to restricted assets committed to.

25 RELATED PARTY TRANSACTIONS

During the year, group staff made donations to the charity and played the lottery run by Hope House (Lottery) Limited. Transactions were conducted under normal commercial terms. A policy exists to prohibit the directors of Hope House (Lottery) Limited, trustees of Hope House Children's Hospices, and senior managers and employees directly involved in the running of the lottery, from taking part in the lottery.

Trustees and their related companies made donations to the charity totalling £98,393 (2023: £165,773). Hope House (Trading) Limited and Hope House (Lottery) Limited are 100% owned subsidiaries of Hope House Children's Hospices. All the profits of the subsidiaries for the period have been distributed by Gift Aid to the charity. The profits for the year totalled £46,143 (2023: £33,249) for Hope House (Trading) Limited and £1,417,850 (2023: £1,283,700) for Hope House (Lottery) Limited. Hope House (Trading) Limited charged £5,533 (2023: £4,255) to Hope House Children's Hospices for operating the Gift Aid scheme on the sale of new goods.

At 31st December 2023 the charity was owed £18,761 (2023: £804) by Hope House (Trading) Limited and owed £30,235 (2023: was owed £143,847) by Hope House (Lottery) Limited.

26 ULTIMATE CONTROLLING PARTY

The charity is controlled by the trustees.

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CHARITABLE COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL
Articles of Association of Hope House Children's Hospices.

The company's name is Hope House Children's Hospices (and in this document, it is called the 'charity').

1) Interpretation
In the articles:

'address' means a postal address or, for the purposes of electronic communication, a fax number, an e-mail or postal address or a telephone number for receiving text messages in each case registered with the charity;

'the articles' means the charity's articles of association;

'the charity' means Hope House Children's Hospices; the company intended to be regulated by the articles;

'clear days' in relation to the period of a notice means a period excluding:

- the day when the notice is given or deemed to be given; and
- the day for which it is given or on which it is to take effect;

'the Commission' means the Charity Commission for England and Wales;

'Companies Acts' means the Companies Acts (as defined in section 2 of the Companies Act 2006) insofar as they apply to the charity;

'the directors' means the directors of the charity. The directors are charity trustees as defined by section 177 of the Charities Act 2011;

'document' includes, unless otherwise specified, any document sent or supplied in electronic form;

'electronic form' has the meaning given in section 1168 of the Companies Act 2006;

'the memorandum' means the charity's memorandum of association;

'officers' includes the directors and the secretary (if any);

'the seal' means the common seal of the charity if it has one;

'secretary' means any person appointed to perform the duties of the secretary of the charity;

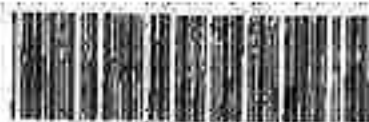
'the United Kingdom' means Great Britain and Northern Ireland; and

words importing one gender shall include all genders, and the singular includes the plural and vice versa.

Unless the context otherwise requires words or expressions contained in the articles have the same meaning as in the Companies Acts but excluding any statutory modification not in force when this constitution becomes binding on the charity.

Apart from the exception mentioned in the previous paragraph a reference to an Act of

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Parliament includes any statutory modification or re-enactment of it for the time being in force.

2) Liability of Members

Every Member of the Association undertakes to contribute to the assets of the Association in the event of the same being wound up while he is a Member or within one year after he ceases to be a Member for payment of the debts and liabilities of the Association contracted before he ceased to be a Member and of the costs charges and expenses of winding up and for the adjustment of the rights of the contributories among themselves such amount as may be required not exceeding One Pound.

3) Objects

The charity's objects ('Objects') are as set out in the Memorandum of Association.

4) Powers

The charity has power to do anything which is calculated to further its Object(s) or is conducive or incidental to doing so. In particular the charity has power as is set out in the Memorandum of Association.

5) Application of income and property

(1) The income and property of the charity shall be applied solely towards the promotion of the Objects.

(2) A director is entitled to be reimbursed from the property of the charity or may pay out of such property reasonable expenses properly incurred by him or her when acting on behalf of the charity.

(3) A director may benefit from trustee indemnity insurance cover purchased at the charity's expense in accordance with, and subject to the conditions in, section 189 of the Charities Act 2011.

(4) A director may receive an indemnity from the charity in the circumstances specified in article 34.

(5) A director may not receive any other benefit or payment unless it is authorised by article 6.

(6) Subject to article 6, none of the income or property of the charity may be paid or transferred directly or indirectly by way of dividend bonus or otherwise by way of profit to any member of the charity. This does not prevent a member who is not also a director receiving:

(a) a benefit from the charity in the capacity of a beneficiary of the charity;

(b) reasonable and proper remuneration for any goods or services supplied to the charity.

6) Benefits and payments to charity directors and connected persons

(1) General provisions

No director or connected person may:

- (a) buy any goods or services from the charity on terms preferential to those applicable to members of the public;**
- (b) sell goods, services, or any interest in land to the charity;**
- (c) be employed by, or receive any remuneration from, the charity;**
- (d) receive any other financial benefit from the charity;**

unless the payment is permitted by sub-clause (2) of this article, or authorised by the court or the prior written consent of the Charity Commission has been obtained.

In this article, a 'financial benefit' means a benefit, direct or indirect, which is either money or has a monetary value.

(2) Scope and powers permitting directors' or connected persons' benefits

- (a) A director or connected person may receive a benefit from the charity in the capacity of a beneficiary of the charity provided that a majority of the directors do not benefit in this way.**
- (b) A director or connected person may enter into a contract for the supply of services, or of goods that are supplied in connection with the provision of services, to the charity where that is permitted in accordance with, and subject to the conditions in, sections 185 and 186 of the Charities Act 2011.**
- (c) Subject to sub-clause (3) of this article a director or connected person may provide the charity with goods that are not supplied in connection with services provided to the charity by the director or connected person.**
- (d) A director or connected person may receive interest on money lent to the charity at a reasonable and proper rate which must be not more than the Bank of England bank rate (also known as the base rate).**
- (e) A director or connected person may receive rent for premises let by the director or connected person to the charity. The amount of the rent and the other terms of the lease must be reasonable and proper. The director concerned must withdraw from any meeting at which such a proposal or the rent or other terms of the lease are under discussion.**
- (f) A director or connected person may take part in the normal trading and fundraising activities of the charity on the same terms as members of the public.**

Payment for supply of goods only – controls

(3) The charity and its directors may only rely upon the authority provided by sub-clause (2) (c) of this article if each of the following conditions is satisfied:

(a) The amount or maximum amount of the payment for the goods is set out in an agreement in writing between the charity or its directors (as the case may be) and the director or connected person supplying the goods ('the supplier') under which the supplier is to supply the goods in question to or on behalf of the charity.

(b) The amount or maximum amount of the payment for the goods does not exceed what is reasonable in the circumstances for the supply of the goods in question.

(c) The other directors are satisfied that it is in the best interests of the charity to contract with the supplier rather than with someone who is not a director or connected person. In reaching that decision the directors must balance the advantage of contracting with a director or connected person against the disadvantages of doing so.

(d) The supplier is absent from the part of any meeting at which there is discussion of the proposal to enter into a contract or arrangement with him or her or it with regard to the supply of goods to the charity.

(e) The supplier does not vote on any such matter and is not to be counted when calculating whether a quorum of directors is present at the meeting.

(f) The reason for their decision is recorded by the directors in the minute book.

(4) A majority of the directors then in office are not in receipt of remuneration or payments authorised by article 6.

In sub-clauses (2) and (3) of this article:

(a) 'charity' includes any company in which the charity:

- (i) holds more than 50% of the shares; or
- (ii) controls more than 50% of the voting rights attached to the shares; or
- (iii) has the right to appoint one or more directors to the board of the company.

(b) 'connected person' includes any person within the definition in article 38 'Interpretation'.

7) Declaration of directors' interests

(1) A director must declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with the charity or in any transaction or arrangement entered into by the charity which has not previously been declared. A director must absent himself or herself from any discussions of the charity directors in which it is possible that a conflict will arise between his or her duty to act solely in the interests of the charity and any personal interest (including but not limited to any personal financial interest).

8) Conflicts of interests and conflicts of loyalties

(1) If a conflict of interests arises for a director because of a duty of loyalty owed to another organisation or person and the conflict is not authorised by virtue of any other provision in the articles, the unconflicted directors may authorise such a conflict of interests where the following conditions apply:

(a) the conflicted director is absent from the part of the meeting at which there is discussion of any arrangement or transaction affecting that other organisation or person;

(b) the conflicted director does not vote on any such matter and is not to be counted when considering whether a quorum of directors is present at the meeting; and

(c) the unconflicted directors consider it is in the interests of the charity to authorise the conflict of interests in the circumstances applying.

(2) In this article, a conflict of interests arising because of a duty of loyalty owed to another organisation or person only refers to such a conflict which does not involve a direct or indirect benefit of any nature to a director or to a connected person.

9) Members

(1) The members whose names were present in the Register of Members and whose membership subscription is fully paid up to date at the date of the adoption of these Articles are the members of the charity.

(2) Membership is open to other individuals who:

(a) apply to the charity in the form required by the directors; and

(b) are approved by the directors.

(3) The directors may only refuse an application for membership if, acting reasonably and properly, they consider it to be in the best interests of the charity to refuse the application.

(a) The directors must inform the applicant in writing of the reasons for the refusal within twenty-one days of the decision.

(b) The directors must consider any written representations the applicant may make about the decision. The directors' decision following any written representations must be notified to the applicant in writing but shall be final.

(4) Membership is not transferable

(5) The directors must keep a register of names and addresses of the members;

10] Termination of membership

(1) Membership is terminated if:

- (a) the member dies;
- (b) the member resigns by written notice to the charity unless, after the resignation, there would be less than two members;
- (c) any sum due from the member to the charity is not paid in full within six months of it falling due;
- (d) the member is removed from membership by a resolution of the directors that it is in the best interests of the charity that his or her or its membership is terminated. A resolution to remove a member from membership may only be passed if:
 - (i) the member has been given at least twenty-one days' notice in writing of the meeting of the directors at which the resolution will be proposed and the reasons why it is to be proposed;
 - (ii) the member or, at the option of the member, the member's representative (who need not be a member of the charity) has been allowed to make representations to the meeting.

11] General meetings

(1) An annual general meeting must be held in each year and not more than fifteen months may elapse between successive annual general meetings.

(2) The directors may call a general meeting at any time.

12] Notice of general meetings

(1) The minimum periods of notice required to hold a general meeting of the charity are:

- (a) twenty-one clear days for an annual general meeting or a general meeting called for the passing of a special resolution;
- (b) Fourteen clear days for all other general meetings.

(2) A general meeting may be called by shorter notice if it is so agreed by a majority in number of members having a right to attend and vote at the meeting, being a majority who together hold not less than 90 percent of the total voting rights.

(3) The notice must specify the date time and place of the meeting and the general nature of the business to be transacted. If the meeting is to be an annual general meeting, the notice must say so. The notice must also contain a statement setting out the right of members to appoint a proxy under section 324 of the Companies Act 2006 and article 15.

(4) The notice must be given to all the members and to the directors and auditors.

(5) The proceedings at a meeting shall not be invalidated because a person who was entitled to receive notice of the meeting did not receive it because of an accidental omission by the charity.

13) Proceedings at general meetings

(1) No business shall be transacted at any general meeting unless a quorum is present

(2) A quorum is:

(a) Three members present in person or by proxy and entitled to vote upon the business to be conducted at the meeting; or

(b) one tenth of the total membership at the time

whichever is the greater.

(3) If:

(a) a quorum is not present within fifteen minutes from the time appointed for the meeting; or

(b) during a meeting, a quorum ceases to be present;

the meeting shall be adjourned to such time and place as the directors shall determine.

(4) The directors must reconvene the meeting and must give at least seven clear days' notice of the reconvened meeting stating the date, time and place of the meeting.

(5) If no quorum is present at the reconvened meeting within fifteen minutes of the time specified for the start of the meeting the members present in person or by proxy at that time shall constitute the quorum for that meeting.

(6) General meetings shall be chaired by the person who has been appointed to chair meetings of the directors.

(7) If there is no such person or he or she is not present within fifteen minutes of the time appointed for the meeting a director nominated by the directors shall chair the meeting.

(8) If there is only one director present and willing to act, he or she shall chair the meeting.

(9) If no director is present and willing to chair the meeting within fifteen minutes after the time appointed for holding it, the members present in person or by proxy and entitled to vote must choose one of their number to chair the meeting.

(10) The members present in person or by proxy at a meeting may resolve by ordinary resolution that the meeting shall be adjourned.

(11) The person who is chairing the meeting must decide the date, time and place at which the meeting is to be reconvened unless those details are specified in the resolution.

(12) No business shall be conducted at a reconvened meeting unless it could properly have been conducted at the meeting had the adjournment not taken place.

(13) If a meeting is adjourned by a resolution of the members for more than seven days, at least seven clear days' notice shall be given of the reconvened meeting stating the date, time and place of the meeting.

(14) Any vote at a meeting shall be decided by a show of hands unless before, or on the declaration of the result of, the show of hands a poll is demanded:

(a) by the person chairing the meeting; or

(b) by at least three members present in person or by proxy and having the right to vote at the meeting; or

(c) by a member or members present in person or by proxy representing not less than one-tenth of the total voting rights of all the members having the right to vote at the meeting.

(15) The declaration by the person who is chairing the meeting of the result of a vote shall be conclusive unless a poll is demanded.

(16) The result of the vote must be recorded in the minutes of the charity, but the number or proportion of votes cast need not be recorded.

(17) A demand for a poll may be withdrawn, before the poll is taken, but only with the consent of the person who is chairing the meeting.

(18) If the demand for a poll is withdrawn the demand shall not invalidate the result of a show of hands declared before the demand was made.

(19) A poll must be taken as the person who is chairing the meeting directs, who may appoint scrutineers (who need not be members) and who may fix a time and place for declaring the results of the poll.

(20) The result of the poll shall be deemed to be the resolution of the meeting at which the poll is demanded.

(a) A poll demanded on the election of a person to chair a meeting or on a question of adjournment must be taken immediately.

(b) A poll demanded on any other question must be taken either immediately or at such time and place as the person who is chairing the meeting directs.

(c) The poll must be taken within thirty days after it has been demanded.

(d) If the poll is not taken immediately at least seven clear days' notice shall be given specifying the time and place at which the poll is to be taken.

(e) If a poll is demanded the meeting may continue to deal with any other business that may be conducted at the meeting.

14) Content of proxy notices

(1) Proxies may only validly be appointed by a notice in writing (a 'proxy notice') which

- (a) states the name and address of the member appointing the proxy;
- (b) identifies the person appointed to be that member's proxy and the general meeting in relation to which that person is appointed;
- (c) is signed by or on behalf of the member appointing the proxy, or is authenticated in such manner as the directors may determine; and
- (d) is delivered to the charity in accordance with the articles and any instructions contained in the notice of the general meeting to which they relate.

(2) The charity may require proxy notices to be delivered in a particular form, and may specify different forms for different purposes.

(3) Proxy notices may specify how the proxy appointed under them is to vote (or that the proxy is to abstain from voting) on one or more resolutions.

(4) Unless a proxy notice indicates otherwise, it must be treated as -

- (a) allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting; and
- (b) appointing that person as a proxy in relation to any adjournment of the general meeting to which it relates as well as the meeting itself.

15) Delivery of proxy notices

(1) A person who is entitled to attend, speak or vote (either on a show of hands or on a poll) at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the charity by or on behalf of that person.

(2) An appointment under a proxy notice may be revoked by delivering to the charity a notice in writing given by or on behalf of the person by whom or on whose behalf the proxy notice was given.

(3) A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.

(4) If a proxy notice is not executed by the person appointing the proxy, it must be accompanied by written evidence of the authority of the person who executed it to execute it on the appointor's behalf.

16) Written resolutions

(1) A resolution in writing agreed by a simple majority (or in the case of a special resolution by a majority of not less than 75%) of the members who would have been entitled to vote upon it had it been proposed at a general meeting shall be effective provided that:

- (a) a copy of the proposed resolution has been sent to every eligible member;
- (b) a simple majority (or in the case of a special resolution a majority of not less than 75%) of members has signified its agreement to the resolution; and
- (c) it is contained in an authenticated document which has been received at the registered office within the period of 28 days beginning with the circulation date.

(2) A resolution in writing may comprise several copies to which one or more members have signified their agreement.

17) Votes of members

(1) Every member shall have one vote.

(2) Any objection to the qualification of any voter must be raised at the meeting at which the vote is tendered and the decision of the person who is chairing the meeting shall be final.

18) Directors

(1) A director must be a natural person aged 16 years or older.

(2) No one may be appointed a director if he or she would be disqualified from acting under the provisions of article 22.

(3) The minimum number of directors shall be 5 and the maximum 15 (unless otherwise determined by ordinary resolution).

(4) The directors shall be those persons notified to Companies House as directors of the Charity and appearing in the Register of Directors at the date of adoption of these articles.

(5) A director may not appoint an alternate director or anyone to act on his or her behalf at meetings of the directors.

19) Powers of directors

(1) The directors shall manage the business of the charity and may exercise all the powers of the charity unless they are subject to any restrictions imposed by the Companies Acts, the articles or any special resolution.

(2) No alteration of the articles or any special resolution shall have retrospective effect to invalidate any prior act of the directors.

(3) Any meeting of directors at which a quorum is present at the time the relevant decision is made may exercise all the powers exercisable by the directors.

20) Retirement of directors

(1) At each annual general meeting one-third of the directors or, if their number is not three or a multiple of three, the number nearest to one-third, must retire from office. If there is only one director he or she must retire.

(2) The directors to retire by rotation shall be those who have been longest in office since their last appointment. If any directors became or were appointed directors on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.

(3) If a director is required to retire at an annual general meeting by a provision of the articles the retirement shall take effect upon the conclusion of the meeting.

(4) A retiring director shall be eligible for re-appointment.

21) Appointment of directors

(1) The charity may by ordinary resolution:

(a) appoint a person who is willing to act to be a director; and

(b) determine the rotation in which any additional directors are to retire.

(2) No person other than a director retiring by rotation may be appointed a director at any general meeting unless:

(a) he or she is recommended for re-election by the directors; or

(b) not less than fourteen nor more than thirty-five clear days before the date of the meeting, the charity is given a notice that:

(i) is signed by a member entitled to vote at the meeting;

(ii) states the member's intention to propose the appointment of a person as a director;

(iii) contains the details that, if the person were to be appointed, the charity would have to file at Companies House; and

(iv) is signed by the person who is to be proposed to show his or her willingness to be appointed.

(3) All members who are entitled to receive notice of a general meeting must be given not less than seven nor more than twenty-eight clear days' notice of any resolution to be put to the meeting to appoint a director other than a director who is to retire by rotation.

(4) The directors may appoint a person who is willing to act to be a director.

(5) A director appointed by a resolution of the other directors must retire at the next annual general meeting and must not be taken into account in determining the directors who are to retire by rotation.

(6) The appointment of a director, whether by the charity in general meeting or by the other directors, must not cause the number of directors to exceed any number fixed as the maximum number of directors.

22) Disqualification and removal of directors

A director shall cease to hold office if he or she:

- (1) ceases to be a director by virtue of any provision in the Companies Acts or is prohibited by law from being a director;
- (2) is disqualified from acting as a trustee by virtue of sections 178 and 179 of the Charities Act 2011 (or any statutory re-enactment or modification of those provisions);
- (3) ceases to be a member of the charity;
- (4) in the written opinion, given to the company, of a registered medical practitioner treating that person, has become physically or mentally incapable of acting as a director and may remain so for more than three months;
- (5) resigns as a director by notice to the charity (but only if at least two directors will remain in office when the notice of resignation is to take effect), or
- (6) is absent without the permission of the directors from all their meetings held within a period of six consecutive months and the directors resolve that his or her office be vacated;
- (7) is not a fit and proper person as defined by The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014;

23) Remuneration of directors

The directors must not be paid any remuneration unless it is authorised by article 6.

24) Proceedings of directors

- (1) The directors may regulate their proceedings as they think fit, subject to the provisions of the articles.
- (2) Any director may call a meeting of the directors.
- (3) The secretary (if any) must call a meeting of the directors if requested to do so by a director.
- (4) Questions arising at a meeting shall be decided by a majority of votes.
- (5) In the case of an equality of votes, the person who is chairing the meeting shall have a second or casting vote.
- (6) A meeting may be held by suitable electronic means agreed by the directors in which each participant may communicate with all the other participants.
- (7) No decision may be made by a meeting of the directors unless a quorum is present at the time the decision is purported to be made. 'Present' includes being present by suitable electronic means agreed by the directors in which a participant or participants may communicate with all the other participants.

(8) The quorum shall be three or the number nearest to one-third of the total number of directors, whichever is the greater, or such larger number as may be decided from time to time by the directors.

(9) A director shall not be counted in the quorum present when any decision is made about a matter upon which that director is not entitled to vote.

(10) If the number of directors is less than the number fixed as the quorum, the continuing directors or director may act only for the purpose of filling vacancies or of calling a general meeting.

(11) The directors may appoint a director to chair their meetings and may determine for what period they are to hold office.

(a) The person so appointed for the time being are known as the Chairman.

(b) Directors may from time to time by resolution appoint a Vice Chairman; any person so appointed may act in place of the Chairman if there be no Chairman or no Chairman capable of acting.

(12) If the Chairman or Vice Chairman are not participating in a directors' meeting within fifteen minutes of the time at which it was to start, the participating directors must appoint one of themselves to chair it.

(13) If no-one has been appointed to chair meetings of the directors or if the person appointed is unwilling to preside or is not present within fifteen minutes after the time appointed for the meeting, the directors present may appoint one of their number to chair that meeting.

(14) The person appointed to chair meetings of the directors shall have no functions or powers except those conferred by the articles or delegated to him or her by the directors.

(15) A resolution in writing or in electronic form agreed by all of the directors entitled to receive notice of a meeting of the directors and to vote upon the resolution shall be as valid and effectual as if it had been passed at a meeting of the directors duly convened and held.

(16) The resolution in writing may comprise several documents containing the text of the resolution in like form to each of which one or more directors has signified their agreement.

25) Delegation

(1) Subject to the articles, the directors may delegate any of the powers which are conferred on them under the articles;

- (i) to such person or committee;
- (ii) by such means (including by power of attorney);
- (iii) to such an extent;
- (iv) in relation to such matters or territories; and
- (v) on such terms and conditions;
- (vi) as they think fit.

but the terms of any delegation must be recorded in the Minute Book.

(2) If the directors so specify, any such delegation may authorise further delegation of the directors' powers by any person to whom they are delegated.

(3) The directors may revoke any delegation in whole or part, or alter its terms and conditions.

(4) The directors may impose conditions when delegating, including the conditions that:

- (a) the relevant powers are to be exercised exclusively by the committee to whom they delegate;
- (b) no expenditure may be incurred on behalf of the charity except in accordance with a budget previously agreed with the directors;

(5) Committees to which the directors delegate any of their powers must follow procedures which are based as far as they are applicable on those provisions of the articles which govern the taking of decisions by directors.

(6) The directors may make rules of procedure for all or any committees, which prevail over rules derived from the articles if they are not consistent with them.

(7) All acts, and proceedings of any committees must be fully and promptly reported to the directors.

26) Honorary treasurer

(1) The directors may appoint a suitably qualified person whether or not a member to be Honorary Treasurer and may determine for what period they are to hold office.

(2) No remuneration (except by way of repayment of reasonable out-of-pocket expenses, if any) shall be paid to the Honorary Treasurer in respect of their fees.

27) Secretary

(1) The directors may appoint a suitably qualified person whether or not a member to be Secretary and may determine for what period they are to hold office and any Secretary so appointed may be removed by them.

(2) Directors may from time to time by resolution appoint an Assistant or Deputy Secretary, any person so appointed may act in place of the Secretary if there be no Secretary or no Secretary capable of acting.

28) Validity of directors' decisions

(1) Subject to article 28(2), all acts done by a meeting of directors, or of a committee of directors, shall be valid notwithstanding the participation in any vote of a director:

(a) who was disqualified from holding office;

(b) who had previously retired or who had been obliged by the constitution to vacate office;

(c) who was not entitled to vote on the matter, whether by reason of a conflict of interests or otherwise;

if without:

(a) the vote of that director; and

(b) that director being counted in the quorum;

(c) the decision has been made by a majority of the directors at a quorate meeting.

Article 28(1) does not permit a director or a connected person to keep any benefit that may be conferred upon him or her by a resolution of the directors or of a committee of directors if, but for article 28(1), the resolution would have been void, or if the director has not complied with article 7.

29) Seal

(1) The charity's Seal must only be used by the authority of the directors or of a committee of directors authorised by the directors. The directors may determine who shall sign any instrument to which the seal is affixed and unless otherwise so determined it shall be signed by a director and by the secretary (if any) or by a second director.

30) Minutes

The directors must keep minutes of all:

(a) appointments of officers made by the directors;

(b) proceedings at meetings of the charity;

(c) meetings of the directors and committees of directors including:

- (i) the names of the directors present at the meeting;
- (ii) the decisions made at the meetings; and
- (iii) where appropriate the reasons for the decisions.

31) Accounts

(1) The directors must prepare for each financial year accounts as required by the Companies Acts. The accounts must be prepared to show a true and fair view and follow accounting standards issued or adopted by the Accounting Standards Board or its successors and adhere to the recommendations of applicable Statements of Recommended Practice.

(2) The directors must keep accounting records as required by the Companies Act.

32) Annual Report and Return and Register of Charities

(1) The directors must comply with the requirements of the Charities Act 2011 with regard to the:

- (a) transmission of a copy of the statements of account to the Commission;
- (b) preparation of an Annual Report and the transmission of a copy of it to the Commission;
- (c) preparation of an Annual Return and its transmission to the Commission.

(2) The directors must notify the Commission promptly of any changes to the charity's entry on the Central Register of Charities.

33) Means of communication to be used

(1) Subject to the articles, anything sent or supplied by or to the charity under the articles may be sent or supplied in any way in which the Companies Act 2006 provides for documents or information which are authorised or required by any provision of that Act to be sent or supplied by or to the charity.

(2) Subject to the articles, any notice or document to be sent or supplied to a director in connection with the taking of decisions by directors may also be sent or supplied by the means by which that director has asked to be sent or supplied with such notices or documents for the time being.

(3) Any notice to be given to or by any person pursuant to the articles:

- (a) must be in writing; or
- (b) must be given in electronic form.

The charity may give any notice to a member either:

- (a) personally; or
- (b) by sending it by post in a prepaid envelope addressed to the member at his or her address; or
- (c) by leaving it at the address of the member; or
- (d) by giving it in electronic form to the member's address; or
- (e) by placing the notice on a website and providing the person with a notification in writing or in electronic form of the presence of the notice on the website. The notification must state that it concerns a notice of a company meeting and must specify the place, date and time of the meeting.

(4) A member who does not register an address with the charity or who registers only a postal address that is not within the United Kingdom shall not be entitled to receive any notice from the charity.

(5) A member present in person at any meeting of the charity shall be deemed to have received notice of the meeting and of the purposes for which it was called.

(6) Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given.

(7) Proof that an electronic form of notice was given shall be conclusive where the company can demonstrate that it was properly addressed and sent, in accordance with section 1147 of the Companies Act 2006.

(8) In accordance with section 1147 of the Companies Act 2006 notice shall be deemed to be given:

- (a) 48 hours after the envelope containing it was posted; or
- (b) in the case of an electronic form of communication, 48 hours after it was sent.

34) Indemnity

(1) The charity shall indemnify a relevant director against any liability incurred in that capacity, to the extent permitted by sections 232 to 234 of the Companies Act 2006

(2) In this article, a 'relevant director' means any director, former director or shadow director of the Charity.

(3) The charity may indemnify an auditor against any liability incurred by him or her or it

(a) in defending proceedings (whether civil or criminal) in which judgment is given in his or her or its favour or he or she or it is acquitted; or

(b) in connection with an application under section 1157 of the Companies Act 2006 (power of Court to grant relief in case of honest and reasonable conduct) in which relief is granted to him or her or it by the Court.

35) Rules

(1) The directors may from time to time make such reasonable and proper rules or bye laws as they may deem necessary or expedient for the proper conduct and management of the charity.

(2) The bye laws may regulate the following matters but are not restricted to them:

(a) the admission of members of the charity (including the admission of organisations to membership) and the rights and privileges of such members, and the entrance fees, subscriptions and other fees or payments to be made by members;

(b) the conduct of members of the charity in relation to one another, and to the charity's employees and volunteers;

(c) the setting aside of the whole or any part or parts of the charity's premises at any particular time or times or for any particular purpose or purposes;

(d) the procedure at general meetings and meetings of the directors in so far as such procedure is not regulated by the Companies Acts or by the articles;

(e) generally, all such matters as are commonly the subject matter of company rules.

(3) The charity in general meeting has the power to alter, add to or repeal the rules or bye laws.

(4) The directors must adopt such means as they think sufficient to bring the rules and bye laws to the notice of members of the charity.

(5) The rules or bye laws shall be binding on all members of the charity. No rule or bye law shall be inconsistent with, or shall affect or repeal anything contained in, the articles.

36) Disputes

(1) If a dispute arises between members of the charity about the validity or propriety of anything done by the members of the charity under these articles, and the dispute cannot be resolved by agreement, the parties to the dispute must first try in good faith to settle the dispute by mediation before resorting to litigation.

37) Dissolution

(1) The members of the charity may at any time before, and in expectation of, its dissolution resolve that any net assets of the charity after all its debts and liabilities have been paid, or provision has been made for them, shall on or before the dissolution of the charity be applied or transferred in any of the following ways:

(a) directly for the Objects; or

(b) by transfer to any charity or charities for purposes similar to the Objects; or

(c) to any charity or charities for use for particular purposes that fall within the Objects.

(2) Subject to any such resolution of the members of the charity, the directors of the charity may at any time before and in expectation of its dissolution resolve that any net assets of the charity after all its debts and liabilities have been paid, or provision made for them, shall

on or before dissolution of the charity be applied or transferred:

- (a) directly for the Objects; or
- (b) by transfer to any charity or charities for purposes similar to the Objects; or
- (c) to any charity or charities for use for particular purposes that fall within the Objects.

(3) In no circumstances shall the net assets of the charity be paid to or distributed among the members of the charity (except to a member that is itself a charity) and if no resolution in accordance with article 36(1) is passed by the members or the directors the net assets of the charity shall be applied for charitable purposes as directed by the Court or the Commission.

38) Interpretation

(1) In article 6 sub-clause (2) of article 8 and sub-clause (2) of article 28 'connected person' means:

- (a) a child, parent, grandchild, grandparent, brother or sister of the director;
- (b) the spouse or civil partner of the director or of any person falling within sub-clause (a) above;
- (c) a person carrying on business in partnership with the director or with any person falling within sub-clause (a) or (b) above;
- (d) an institution which is controlled:
 - (i) by the director or any connected person falling within sub-clause (a), (b), or (c) above; or
 - (ii) by two or more persons falling within sub-clause (d)(i), when taken together
- (e) a body corporate in which –
 - (i) the director or any connected person falling within sub-clauses (a) to (c) has a substantial interest; or
 - (ii) two or more persons falling within sub-clause (e) (i) who, when taken together, have a substantial interest.

Sections 350 – 352 of the Charities Act 2011 apply for the purposes of interpreting the terms used in this article.

The Companies Act 1985
Company Limited by Guarantee
and Not Having a Share Capital

MEMORANDUM OF ASSOCIATION

of

HOPE HOUSE CHILDREN'S RESPITE HOSPICE

1. The Company's name is Hope House Children's Respite Hospice

2. The Company's Registered Office will be situate in England & Wales

3. The Company's objects are-

(1) To promote the relief of illness and suffering in such ways as the Association shall from time to time think fit, and in particular in Shropshire and adjacent counties of England and Wales and in particular (but without prejudice to the generality whether geographical or otherwise of such object):

(A) by establishing, maintaining and conducting residential nursing and convalescent homes for the reception and care of young persons of either sex and whether or not a Member of the Association (without regard to race or creed) who are suffering from any chronic or terminal illness or from any other physical or mental infirmity, disability or disease and for the reception and care of the members and the family of such persons whether adult or otherwise, and so that any such home may be restricted to patients (and the families of patients) of under a certain age limit or of one sex only or (whether or not so restricted as aforesaid) to patients suffering from any particular type or types of illness, disability, disease or infirmity, and by providing medical or other treatment or attention for any such persons and their families as aforesaid in their own homes;

(B) by conducting or promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity as aforesaid and particularly into the care and treatment of persons suffering from terminal illness and the care of the families of such persons and by providing for the dissemination of the results of such research;

(C) by promoting or encouraging or assisting in the teaching or training of Doctors, Nurses, Physiotherapists, Administrators, Social Workers, and other persons engaged in any branch of medicine, surgery, nursing or allied services, and in the teaching or training of students in any branch of medicine, surgery, nursing or allied services;

(D) by providing or assisting or encouraging the provision of spiritual help and guidance for any persons resident (either as patients or as families of such persons or otherwise) or associated in any way with any such home or homes as aforesaid;

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NC/CA 37497

SIGNED

DATE

20 FEB 1991

COMPANIES
HOUSE

20 FEB 1991

COMPANIES
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(2) For the purpose of furthering the attainment of all or any of the above mentioned charitable objects (hereinafter called "the principal objects of the Association") but not for any other purposes and so far as the objects hereinafter mentioned are conducive or ancillary to the furtherance of the principal objects of the Association (but not further or otherwise);

(A) to purchase, take on lease, or in exchange, hire or otherwise, acquire any real or personal property and any rights or privileges which may be deemed necessary or convenient for any of the purposes of the Association or for the promotion of its objects provided that in case the Association shall desire to hold more land than the law shall for the time being permit it to hold without the Licence of the Board of Trade, such Licence shall be obtained;

(B) to construct, repair, renovate, furnish, equip, decorate, alter, maintain and manage any buildings, erections or works necessary for use as such home or homes as aforesaid or for any use in connection with the establishment of any such home or homes (including use as a Church or chapel for the use of any person or persons resident or working in any such home) or otherwise for the work of the Association;

(C) to establish and conduct clinics, out patients' departments, surgeries, dispensaries and convalescent homes;

(D) to acquire, provide, manipulate and deal in such medical, surgical and other supplies, equipment, appliances, apparatus, comforts and other things conducive to the material or spiritual welfare of any persons resident or working in or attending any home, clinic, dispensary or out-patients' department as aforesaid or any persons being treated or attending in their own homes as the Association may think fit and to provide the same whether gratuitously or otherwise;

(E) to retain, engage and pay such Doctors, Surgeons, Nursing or domestic staff, Lecturers, chaplains, Physiotherapists, Occupational Therapists, Radiologists, Dentists, Chiropodists, Pharmacists, Administrators, Social Workers, Officers, Superintendents, Managers, Advisers, Secretaries, Accountants, Clerks and other persons or bodies whose services are required or deemed expedient for carrying out any of the objects of the Association;

(F) to make such regulations as to the admission of young persons and their families to any home, clinic or out-patients' department, established by or conducted under the direction of the Association as aforesaid, and as to the residence of any persons in any such home as aforesaid as the Association may think fit, and so that such regulations may provide, either generally or in any particular case or cases, for such admission or residence to be either free of charge or subject to such payment as the Association may in any particular case or cases think fit;

(G) to provide or arrange and pay for such medical or other attention as the Association may think fit for patients in any such home, clinic, dispensary or out-patients' department as aforesaid or for patients in their own homes and in such case for the families of such patients;

(H) to establish and conduct schools, training colleges and other places of learning and laboratories and other research establishments;

(I) to provide or arrange for a building or premises to be used by the Association as a church or chapel available for christian worship;

(J) to take any gift of property, whether subject to any special trust or not, for any one or more objects of the Association;

(K) to take such steps by personal or written appeals, public meetings, raffles, flag days, flower days, galas, carnivals, concerts, dances and other forms of entertainment, or otherwise, as may from time to time be deemed expedient for the purpose of procuring contributions to the funds of the Association in the shape of donations, annual subscriptions or otherwise;

(L) to print or publish any newspapers, periodicals, books or leaflets that the Association may think desirable for the promotion of its objects;

(M) to sell, manage, lease, mortgage, dispose of or otherwise deal with all or any part of the property of the Association;

(N) to administer any funds or property for the time being held by the Association;

(O) to borrow or raise money in such manner and upon such terms as the Association shall think fit and in particular upon the security by way of mortgage, charge, debenture or otherwise of all or any part of the property of the Association;

(P) to invest the monies of the Association not immediately required for its purposes in or upon such investments, securities or property as may from time to time be thought fit, and to hold, sell or otherwise deal with such investments, subject nevertheless to such conditions (if any) and such consents (if any) as may for the time being be imposed or required by law and subject also as hereinafter provided;

(Q) to undertake and execute any trust or any agency business which may lawfully be undertaken by the Association which may seem directly or indirectly conducive to any of the objects of the Association;

(R) to make, draw, endorse, execute and issue, cheques, promissory notes, bills of exchange, debentures and other negotiable or transferable instruments;

(S) to arrange and provide for or join in arranging and providing for the holding of exhibitions, meetings and lectures, calculated directly or indirectly to further the objects of the Association or any of them;

(T) to enter into any arrangement with any authority, supreme, municipal, local or otherwise which may seem conducive to the Association's objects or any of them, and to obtain from any such authority any rights, privileges and concessions which it may seem desirable to obtain, and to carry out and comply with any such arrangements, rights, privileges and concessions;

(U) to apply for, promote and obtain or join in applying for, promoting or obtaining any Act or Parliament, Order, Royal charter or Licence of any authority, necessary or desirable for the furtherance of realisation of any of the objects of the Association and to take all such steps and proceedings, and to do all such acts and things either alone or jointly with others, whether by opposing applications or proceedings or otherwise as may seem necessary or expedient to promote or further the interests and objects of the Association;

(V) to subscribe to any local or other charities and to grant donations for any charitable public purpose, and to grant pensions or gratuities to any employees or ex-employees of the Association, or (but only in cases of need) to the relative or dependants of such persons, to establish or support any charitable association, institutions, clubs, building and housing schemes, funds and trusts which may be considered to benefit any such person or otherwise advance the interests and objects of the Association;

(W) to establish and support, and to aid in the establishment and support of, any other associations formed for all or any of the objects of the Association;

(X) to amalgamate with any charitable companies, institutions, societies, or associations having objects altogether or in part similar to those of this Association;

(Y) to purchase or otherwise acquire and undertake all or any part of the property, assets, liabilities and engagements of any one or more of the companies, institutions, societies or associations with which this Association is authorised to amalgamate;

(Z) to transfer all or any part of the property, assets, liabilities and engagements of this Association to any one or more of the companies, institutions, societies or associations with which this Association is authorised to amalgamate;

(AA) to pay all expenses preliminary or incidental to the incorporation of the Association and its registration;

(BB) to do all or any of the above things as principals, agents, trustees or otherwise and either alone or in conjunction with others;

(CC) to do all such other lawful things as may be considered incidental to or conducive to the attainment of the above objects or any of them;

PROVIDED THAT:

- (i) in case the Association shall take or hold any property which may be subject to any trusts, the Association shall only deal with or invest the same in such manner as allowed by law, having regard to such trusts.
- (ii) the objects of the Association shall not extend to the regulation of relations between workers and employees or organisations of workers and organisations of employers.
- (iii) in case the Association shall take or hold any property subject to the jurisdiction of the charity commissioners for England and Wales, the Association shall not sell, mortgage, charge or lease the same without such authority, approval, or consent as may be required by law and as regards any such property the Council or other governing body of the Association shall be chargeable for such property as may come into their hands and shall be answerable and accountable for their own acts, receipts, neglects and defaults, and for the due administration of such property in the same manner and to the same extent as such council or governing body would have been if no incorporation had been effected and the incorporation of the Association shall not diminish or impair any control or authority exercisable by the Chancery Division, the charity commissioners over such Council or Governing Body, but they shall, as regards any such proper authority as if the Association were not incorporated.

4. The income and property of the Association shall be applied solely towards the promotion of its objects as set forth in this Memorandum of Association and no portion thereof shall be paid or transferred, directly or indirectly by way of dividend, bonus or otherwise howsoever by way of profit, to members of the Association (and no Member of its Council or Governing Body shall be appointed to any office of the Association paid by salary or fees or Association).

Provided that nothing herein contained shall prevent any payment in good faith by the Association:

(a) of reasonable and proper remuneration to any member, officer or servant of the Association (not being a member of its Council or Governing Body) for any services rendered to the Association;

(b) of interest on money lent by any member of the Association (or of its Council or Governing Body) at a rate per annum exceeding 3 per cent less than the United Kingdom Clearing Banks base lending rate (as advertised in the Financial Times) or 3 per cent whichever is the greater;

(c) of reasonable and proper rent for premises demised or let by any member of the Association (or of its Council or Governing Body);

(d) of fees, remuneration or other benefits in money or money's worth to a company of which a Member of the Council or Governing Body may be a member holding not more than 1/100th part of the capital of that company; and

(e) to any Member of its Council or Governing Body of reasonable out-of-pocket expenses.

5. The liability of the Members is limited.

6. Every Member of the Association undertakes to contribute to the assets of the Association in the event of the same being wound up while he is a Member, or within one year after he ceases to be a Member for payment of the debts and liabilities of the Association contracted before he ceased to be a Member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves, such amount as may be required not exceeding One Pound.

7. If upon the winding up or dissolution of the Association there remains, after the satisfaction of all its debts and liabilities, any property whatsoever, the same shall be paid into or distributed among the Members of the Association, but shall be given or transferred to some other charitable institution or institutions, having objects similar to the objects of the Association, and which shall prohibit the distribution of its or their income and property amongst itself or their Members to an extent at least as great as is imposed on the Association under or by virtue of Clause 4 hereof, such institution or institutions to be determined by the Members of the Association at or before the time of dissolution, and if and so far as effect cannot be given to such provisions, then to some other charitable object.

WE, the Subscribers to this Memorandum of Association, wish to be formed into a Company pursuant to this Memorandum

Names, Addresses and Descriptions
of Subscribers

John Leslie Overton
JOHN LESLIE OVERTON
199 STATION ROAD
LAIWORTH

Caroline Peachey
ACCOUNTANT
CAROLINE PEACHEY
BYWAYS
BAYSTON HILL
SHREWSBURY
SALOP SY3 0JS

Dated the 30th January 1991
DRAMA TEACHER.

WITNESS to the above Signatures:-

Sally Ann Day

SALLY ANN DAY

27 Lyall Gardens

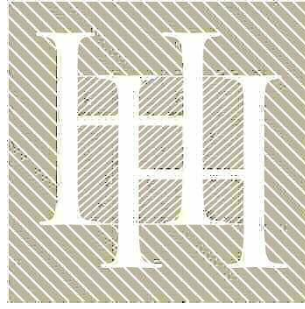
Rubery

BIRMINGHAM B45 9TW.

Chief Executive, Children's Hospice
Trust.

Item 19.

WHEELER ROAD RECREATION AREA



Henley Hall
Henley
Ludlow
Shropshire
SY8 3HD

6th November 2025

Dear Gina,

Wheeler Road Recreation Area, Ludlow

Thank you for your email on 5th November 2025 regarding the covenant covering the Wheeler Road Recreation Area in Ludlow.

I have visited the site on several occasions and have spoken to families using the space to try to understand any issues which may assist in the safe and enjoyable use of the area. The key points raised are as follows:

- 1. The security camera on the corner of the site would provide better deterrence of illegal behaviours (specifically drug taking) if it was pointed at the playground and skater park and not towards the shop.
- 2. If the grass was cut more regularly, parents and children would be more able to see needles and other paraphernalia where small children are playing.
- 3. Greater Police presence would also act as a deterrence and could be linked to a local Facebook page to more closely engage with the community.

You have confirmed that the grass cutting will increase which is good news.

I have spoken to the president of the Rugby Club: Andy Wright. He has confirmed the following:

- 1. The training potentially planned by the club will be specifically for the junior boys and girls.
- 2. There are no plans for the erection of posts.
- 3. There is no intention to spend any sums on maintenance.
- 4. The intention would be to use the grass area away from the regular dog walking area.

It is worth noting that the club historically used the site for matches in the 1960's and 1970's.

On the basis that the planned use is for the junior boys and girls from Ludlow Rugby Club, there is no issue with the covenant and I am very happy to grant permission. This permission will be for an initial duration of five years from today's date, 6th November 2025.

Yours sincerely



Item 20.

MAYOR'S SUNDAY

Council Calendar

2026

January

Mo	Tu	We	Th	Fr	Sa	Su
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27		28	29	30	31

February

Mo	Tu	We	Th	Fr	Sa	Su
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

March

Mo	Tu	We	Th	Fr	Sa	Su
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

April

Mo	Tu	We	Th	Fr	Sa	Su
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

May

Mo	Tu	We	Th	Fr	Sa	Su
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

June

Mo	Tu	We	Th	Fr	Sa	Su
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Bank Holiday

Mayor Making
ATM
AGM
Mayors Sunday
Election day

Remembrance Sunday
Christmas Lights Switch On
Mayfair
Mayfair Service
Seniors Party

Policy & Finance
Services
Representational
Council
Staffing Committee

Climate Action Sub-Committee

Item 21.

COUNCILLOR DISPENSATION



DISPENSATION

Report No. FC/25/29

Full Council

1st December 2025

1. INTRODUCTION

- 1.1 This report explains the circumstances for a dispensation and the specific circumstance of this request.

2. RECOMMENDATION

- 2.1 That under the Localism Act 2011, para. 33 (1), Ludlow Town Council grant a dispensation to Councillor Waite for remainder of four year term of office that commence in May 2025 to participate and vote in all matters relating to the devolution of powers to Ludlow Town Council when they are considered at meetings of Ludlow Town Council including any committees, of which she is a member, on the grounds that's as a member also of the Town Council with detailed knowledge of its working practices and capabilities. Her participation in such matters would be in the interests of persons living in the area covered by Shropshire Council.

3. BACKGROUND

- 3.1 Section 33(1) of the Localism Act 2011 allows a local authority to grant a dispensation from the restrictions in section 31(4) on a member's participation or voting due to a pecuniary interest.

This is done upon a written request from the member to the proper officer of the authority. A relevant authority can only grant this dispensation if it meets certain criteria, such as:

- considering that without it, business would be impeded or political balance would be upset,
- and that granting it is in the interests of the local area.

The maximum period for which the dispensation may be granted is four years.

4. CURRENT SITUATION

- 4.1 Councillor Waite has been granted dispensation with regard to the matters of devolution by Shropshire Council and has been advised by Graham White that she now needs to contact the Town Clerk with regard to making the following application for dispensation with regard to the Town Council.

Councillor Waite has stated that 'in accordance with Paragraph 33(1) of the Localism Act 2011, I would be grateful if I could be granted a dispensation to participate and vote in all matters relating to the devolution of powers to Ludlow Town Council when they are considered at meetings of Ludlow Town Council including any committees on the grounds that's as a member also of the Town Council with detailed knowledge of its working practices and capabilities. My participation in such matters would be in the interest of persons living in the area covered by Shropshire Council.'

'As a member of Ludlow Town Council, I have an "Other Registrable Interest" in matters relating to the Town Council of Ludlow when they are discussed at meetings of Shropshire Council. As part of the commitment for the devolution of powers from Shropshire Council to Town Councils. It is important that I can be involved with decisions taken.'

Town Clerk
November 2025

Implications

Wards Affected (All)

Financial (Unstated)

Health & Safety (Unstated)

Law & Order (Unstated)

Environmental Implications (Unstated)

Item 22.

SCAFFOLDING

File Ref: LC.5981.01

05 November 2025

Ludlow Town Council FAO Gina Wilding

The Guildhall
Mill St
Ludlow
SY8 1AZ

To whom it may concern,

Scaffolding at the Town Wall to the north of St Lawrence's Church, SY8 1AN – Site visit and report

Further to our visit to inspect the scaffolding on 14 October 2025, and numerous previous visits to the section of wall in question, our report follows.

The brief was to examine and report on the scaffolding currently in place at the partially collapsed section of the Ludlow Town Wall, located to the north of St Lawrence's Church. Specifically, the objective was to determine whether the scaffolding offers any structural support to the wall. We understand that the scaffolding was erected in response to the partial collapse of the wall and has remained in place since.

I Introduction

1.1 Location

The scaffolding spans the easternmost, brick-built, garage-type building that abuts the town wall on Upper Linney, which is understood to be a National Grid substation (see Photograph 1). The approximate what3words location reference is [lyricist.jeep.revisit](https://www.what3words.com/lyricist.jeep.revisit).

The wall/scaffolding was accessed from Upper Linney, and also from the church yard (through the Heras fencing) with the agreement of St Laurence's Church. We did not access the scaffolding directly, as it was not clear if the scaffolding has been recently inspected.

1.2 Configuration

The scaffolding comprises a single lift positioned just above ridge level of the substation. The scaffolding is anchored to the walls of the substation but does not appear to have any physical connection to the town wall (see Photograph 2).

1.3 Function

The primary function of the scaffolding appears to be the protection of the substation from falling debris. During our visit, we observed stones on the scaffold boards that appear to have fallen from the wall (see Photograph 3), though it is not clear how often the scaffold is accessed/cleaned.

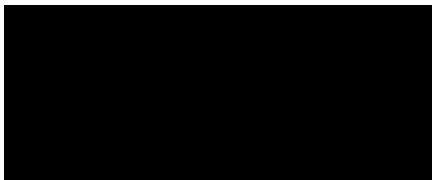
The scaffolding does not appear to offer any buttressing or structural support to the town wall, as evidenced by both the lack of physical connection to the wall, and the orientation of the scaffold bracing.

2 Conclusion and Recommendations

The scaffolding appears to provide protection only from falling debris and does not appear to offer any support to the wall. Therefore, if the loose stonework at the top of the wall (see Photograph 4) is removed or an alternative method of debris containment is installed (e.g., debris netting), we consider that the scaffolding may be removed, subject to agreement with all relevant stakeholders.

Should you have any queries on the contents of this report, please do not hesitate to contact us.

You may forward this to interested parties.

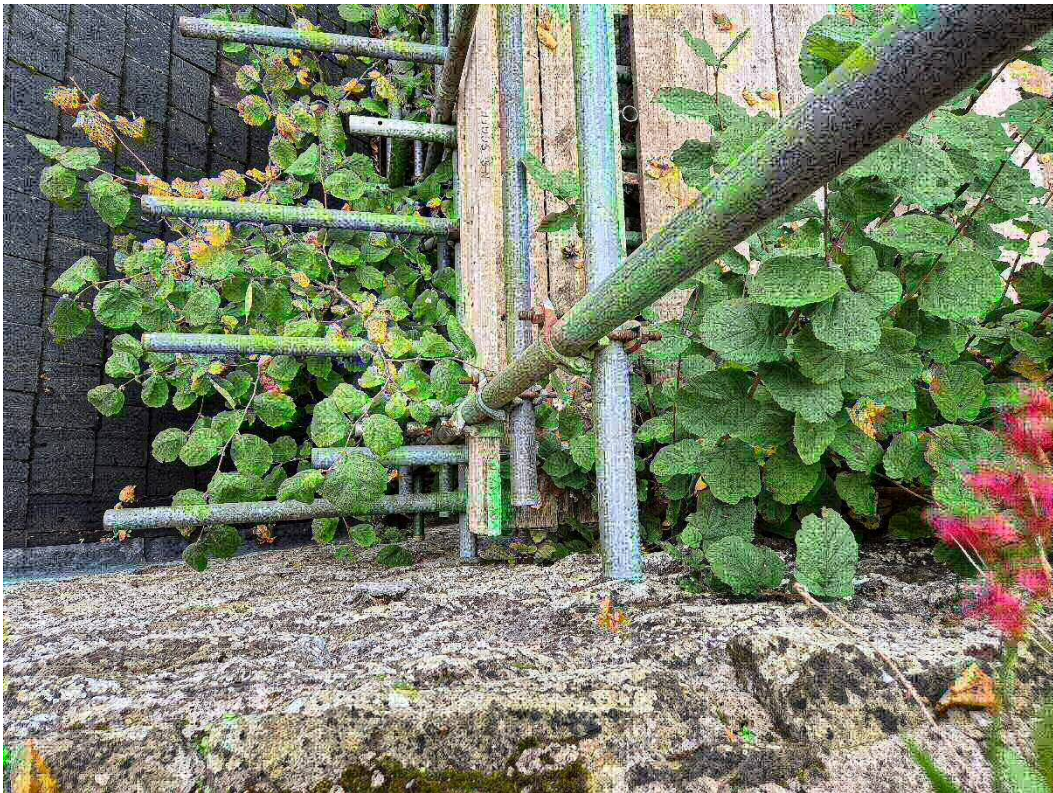


Josh Sansom IEng MICE
Longmynd Consultants Ltd

Appendix A – Photographs



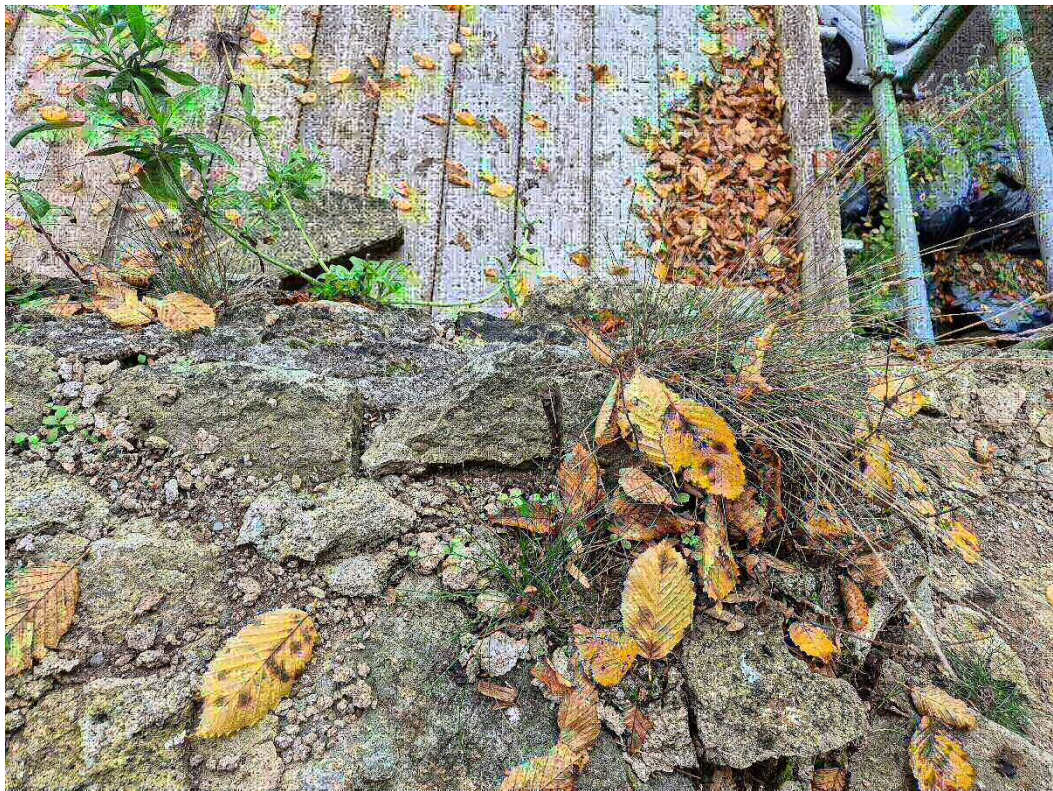
Photograph 1 – Location of scaffolding



Photograph 2 – View down the wall – no physical connection



Photograph 3 – Debris on the scaffolding



Photograph 4 – Loose stone to top of wall

Item 23.

COMMITTEE RECOMMENDATIONS



RECOMMENDATIONS FROM POLICY AND FINANCE COMMITTEE 24TH NOVEMBER 2025 TO FULL COUNCIL 1ST DECEMBER 2025

PF/148 POLICY REVIEW – CORPORATE GOVERNANCE POLICY

RECOMMENDED RO/KC (Unanimous)

That the review of the Corporate Governance Policy be deferred to the next meeting.

PF/150 b) Recommendations

RECOMMENDED RO/KC (Unanimous)

That the recommendations of the Climate Action Task and Finish Group meeting held on the 13th November 2025 be approved:-

Changes/actions relating to the CAP.

To consider the following statement to be forwarded to prospective contractors when obtaining quotes:

It is important to Ludlow Town Council that prospective contractors consider the following aspects of their work to be efficient and less harmful to the environment.

- Conserve natural resources through careful planning, and efficient use of resources, water and raw materials.
- Minimisation of waste through source reduction, reuse and recycling.
- Handling and disposal of waste through safe and environmentally sustainable methods.

We would like contractors to have an aspirational 'zero to landfill' policy to ensure as much waste as possible is diverted from landfill. With the ultimate goal of achieving Zero Waste to Landfill through prevention, reduction, reuse and recycling.

PF/152 b) Recommendations

RECOMMENDED RO/MT (7:0:1)

That the recommendation of the Climate Action Task and Finish Group meeting held on the 30th October 2025 be approved:-

- a) Purchase of a plastic planter in black to trial on Bromfield slip road at a cost of £399 + £72 delivery (from Amberol – self watering planter PRM-0P)
- b) Removal of 29 boxes from various locations in Ludlow (as detailed: 19 Old Street, 4 Corve Street, 2 Broad Street, 2 Bromfield slip road, two Mill Street). This is to remove boxes which are in poor condition, are not being maintained or that there are simply too many planters in a single location. Local residents will be notified of the changes.
- c) All plants that can be saved will be used in other LTC locations.
- d) Planters that can be salvaged will be repaired for use elsewhere and also made more 'sustainable' with liners etc.
- e) Purchase tags to number/identify remaining planters £31.64 (including delivery and tax)
- f) Agree with the suggestion of a single business sponsorship category that will be within the £20-£30 per annum cost bracket – no income for LTC, simply to cover costs of a plaque etc.
- g) Approve that cordaline plants are removed from planters and offered to local residents free of charge.
- h) To approve the purchase of a box ball shrub
- i) To approve the purchase of 6 lavender plants, 6 hebe plants, weed suppressing matting and bark for the Old Street flower beds – work to be undertaken over winter.

PF/156 INTERNAL AUDIT

a) Internal Auditor's Observations Recommendations

RECOMMENDED RO/MT (Unanimous)

That the Internal Auditor's observations and proposed actions be approved.

PF/157 b) Internal Auditor's Letter and Summary of Tests

RECOMMENDED RO/MT (Unanimous)

That the Internal Auditor's cover letter and summary of test, be noted.



Gina Wilding
Town Clerk
Ludlow Town Council
The Guildhall
Mill Street
Ludlow
Shropshire
SY8 1AZ

11th November 2025

Dear Gina,

Interim Internal Audit Report

An audit was carried out by Kevin Rose on Wednesday 5 November 2025. This was the interim internal audit, part of the annual internal audit coverage of the Council. Prior to the audit a 'Pre-Audit' was carried out remotely which tested items which are required to be published on the Council's website.

The audit was undertaken using the standard IAC Audit Checklist, that we use for all Local Councils, which has 206 items. A total of 103 items were tested during this audit, including items that were examined and tested as part of the pre-audit process. A balance of 103 items remain to be tested.

The following 'Internal Control Objectives' of the Annual Internal Audit Report (part of the AGAR) were checked and confirmed as being Not Applicable to your Council for this financial year.

- Exemption from External Audit (Box K)
- the Transparency Code (for Smaller Authorities) (Box L)
- Trust Funds (Box O)

Areas subject to audit were;

- the Accounting system and records (Box A)
- the Payment system (Box B)
- Risk and insurance (Box C)
- Budget and precept setting and monitoring (Box D)
- Income billing, collection and VAT (Box E)
- Petty cash (Box F)
- Bank reconciliations (Box I)
- Accounting Statements (Box J)

Of the 100 applicable items tested a Positive response was obtained in respect of 96 tests. There were 4 Negative responses identified and 6 Observations were made, details of which are set out in the attached Interim Internal Audit Observations.

Summary of tests undertaken during this audit

Positive response	96
Negative response	4
Not Applicable to your Council	3
Total tests carried out	<u>103</u>

I am pleased to advise that no 'Non-Compliances' were identified at this stage that would give rise to a negative response on the statutory Annual Internal Audit Report.

I would like to express my thanks for the assistance provided to me during my audit.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'K. Rose'.

Kevin Rose ACMA
Director

Ludlow Town Council
Financial Year 2025-26



IAC Audit and Consultancy Ltd

Audit date: 5 November 2025

Visit 1 Internal Audit Observations

Date considered by Council _____

Minute Reference _____

B *This authority complied with its financial regulations, payments were supported by invoices, all expenditure was approved and VAT was appropriately accounted for.*

No.	Audit Test	Response	Observation	Recommendation	Priority	Comments
1	Is the tender level in Financial Regulations and Standing Orders set at the same level?	No	<i>It was noted that the tender level stated in Financial Regulations was £60,000 and in Standing Orders it is set at £25,000.</i>	The Council to review the tender level set in its Financial Regulations and Standing Orders and ensure that they are set at the same level.	Medium	This is an oversight and will be amended for FC approval on 1st December 2025.

D *The precept or rates requirement resulted from an adequate budgetary process; progress against the budget was regularly monitored; and reserves were appropriate.*

No.	Audit Test	Response	Observation	Recommendation	Priority	Comments
1	When preparing the budget, and subsequent precept demand, did the Council specifically consider the level of its General Reserve and whether the level of the General Reserve was adequate and not excessive?	Yes	<i>It was noted that the budget was set with income exactly equalling expenditure, which implies there is no planned addition or reduction of the General Reserve. It is not clear when setting the precept that the Council specifically considered the level of its General Reserve.</i>	When setting the budget the Council should specifically consider the level of its General Reserve. The Council should set the level of its General Reserve in line with the guidance set out in the Practitioner's Guide paragraphs 5.33 - 5.35 (in particular paragraph 5.35).	High	The council agreed reserve levels at its meeting on 9th December 2024 in FC/245 and these decisions were reiterated in the final budget report to FC in January 2025.
2	The Council has established Reserves (or some other suitable measure) to monitor the usage of Capital Receipts	Yes	<i>The Council has a Capital Receipt in nominal 321 which has not been applied to fund capital expenditure.</i>	The Council to establish a formal method for the recording of Capital Receipts income and expenditure and monitoring of any balance outstanding. This should be subject to annual review as part of the budget setting process.	Medium	The Budget Task & Finish Group is currently reviewing EMR - and I am recommending that EMR 321 is allocated to CIL Expenditure Projects.
3	Council has returned to IAC completed Internal Audit Observations spreadsheets from prior audit(s)	No	<i>The Council has not provided its response to the Internal Audit Observations from the previous audit and returned it to IAC.</i>	Council to provide its comments on the previous Internal Audit Observations.	Medium	Full Council approved the observations and proposed action on 23rd June 2025. Minute and document attached to this response.

4	Council has reviewed independence of the Internal Auditor	No	<i>It was noted that the Council has not formally considered the independence of the Internal Auditor as set out in the Practitioner's Guide paragraph 4.11</i>	The Council to ensure that , on an annual basis, it formally considers the independence of the Internal Auditor. It may be appropriate for this to be done at the same time as the Council considers the Annual Internal Audit Report.	Medium	The Annual Internal Audit Report is due to be considered 22nd June 2026, an item to consider the independence of the internal auditor will be added.
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L *The authority published the required information on a website/webpage up to date at the time of the internal audit in accordance with the relevant legislation.*

No.	Audit Test	Response	Observation	Recommendation	Priority	Comments
1	The Council has complied with the publication requirements of the ICO Model Publication Scheme for Parish Councils. (This includes a requirement to publish the Annual Internal Audit Report).	No	<i>It was also noted that the Council does not publish a listing of payments over £100 as required by the ICO Model Publication Scheme, what is published is a list of invoices over £100. This will not include any items of expenditure - such as payroll costs - which are not recorded through the purchase ledger.</i> <i>It was noted that a number of links on the Councils Publications Scheme do not appear to work</i>	The Council should ensure that it publishes the payment information required by the ICO Model Publication Scheme (version 3) and that it ensures that any links to published information are valid. Although this is not a requirement under the Accounts and Audit Regulations 2015, the Council should note that it is a statutory requirement under the Freedom of Information Act.	Advisory	The process for gathering the payment information will be changed from the purchase ledger report to a cash book listing report, although there does not appear to be a filter option, so it will include all payments. The Model Publication Scheme document will be checked and the links reinstated

Interim audit summary Ludlow Town Council

(shaded Internal Control Objectives are not applicable to your Council)



Audit 1 Date 5 November 2025

Internal Control Objective		N/A	Tested	Positive	Negative	Observations	Non Compliance
Box A	Appropriate accounting records have been properly kept throughout the financial year.	-	6	6	-	-	
Box B	This authority complied with its financial regulations, payments were supported by invoices, all expenditure was approved and VAT was appropriately accounted for.	2	34	31	1	1	
Box C	This authority assessed the significant risks to achieving its objectives and reviewed the adequacy of arrangements to manage these.	1	4	3	-	-	
Box D	The precept or rates requirement resulted from an adequate budgetary process; progress against the budget was regularly monitored; and reserves were appropriate.	-	17	15	2	4	
Box E	Expected income was fully received, based on correct prices, properly recorded and promptly banked; and VAT was appropriately accounted for.	-	11	11	-	-	
Box F	Petty cash payments were properly supported by receipts, all petty cash expenditure was approved and VAT appropriately accounted for.	-	9	9	-	-	
Box G	Salaries to employees and allowances to members were paid in accordance with this authority's approvals, and PAYE and NI requirements were properly applied.	-	-	-	-	-	
Box H	Asset and investments registers were complete and accurate and properly maintained.	-	-	-	-	-	
Box I	Periodic bank account reconciliations were properly carried out during the year.	-	7	7	-	-	
Box J	Accounting statements prepared during the year were prepared on the correct accounting basis (receipts and payments or income and expenditure), agreed to the cash book, supported by an adequate audit trail from underlying records and where appropriate debtors and creditors were properly recorded.	-	2	2	-	-	
Box K	If the authority certified itself as exempt from a limited assurance review in 2024/25, it met the exemption criteria and correctly declared itself exempt. (If the authority had a limited assurance review of its 2024/25 AGAR tick "not covered")	-	-	-	-	-	
Box L	The authority published the required information on a website/webpage up to date at the time of the internal audit in accordance with the relevant legislation.	-	1	-	1	1	
Box M	The authority, during the previous year (2024/25) correctly provided for the period for the exercise of public rights as required by the Accounts and Audit Regulations (evidenced by the notice published on the website and/or authority approved minutes confirming the dates set).	-	5	5	-	-	
Box N	The authority has complied with the publication requirements for 2024/25 AGAR (see AGAR Page 1 Guidance Notes).	-	7	7	-	-	
Box O	(For local councils only) Trust funds (including charitable) – The council met its responsibilities as a trustee	-	-	-	-	-	
Totals		3	103	96	4	6	-

Item 24.

COMMITTEE MINUTES

MINUTES

Minutes of a meeting of the **SERVICES COMMITTEE** held in the Guildhall, Mill Street, Ludlow on **WEDNESDAY 3RD SEPTEMBER 2025** on the rising of Full Council at **7.45PM**

S25/044 PRESENT

Chair: Councillor Cowell

Councillors: Addis, Childs (Vice), Gill, Harris, Lyle, Maxwell-Muller, Parry, Tapley and Taylor.

Officers: Gina Wilding, Town Clerk
 Helen Jones, Senior Admin Assistant

S25/045 ABSENT

Councillors Ginger and Hepworth were absent.

S25/046 WELCOME AND ESSENTIAL HOUSEKEEPING INFORMATION

The Chair, Councillor K Cowell, welcomed everyone to the Services Committee meeting at the Guildhall and explained housekeeping information.

S25/047 RECORDING OF MEETINGS

The Chair notified those present that under the Openness of Local Government Regulations 2014, recording and broadcasting is permitted during public session of Council Meetings.

S25/048 APOLOGIES

Apologies were received from Councillor Ginger and Councillor Hepworth.

S25/049 DECLARATIONS OF INTEREST

Disclosable Pecuniary Interests
None declared

Conflicts of Interest
None declared

Personal Interests

None declared

S25/050 PUBLIC OPEN SESSION (15 minutes)

There were no members of the public present.

S25/051 LUDLOW UNITARY COUNCILLORS SESSION

Councillor Parry (Ludlow South) updated the Council on the new bus service with Minsterley Motors, due to commence on 27th October 2025. She also reported that she is now a member of a Shropshire Council Task and Finish Group reviewing all aspects of parish councils.

S25/052 MINUTES

RESOLVED KC/DC (unanimous)

That the minutes of the Services Committee meeting held on Wednesday 23rd July 2025 be approved as a correct record and signed by the Chair.

S25/053 ITEMS TO ACTION

RESOLVED KC/DL (unanimous)

That the Items to Action from the Services Committee on Wednesday 23rd July 2025 be noted.

S25/054 LINNEY PLAY AREA ACCESS QUERY

RESOLVED MT/IMM (unanimous)

Fencing was deemed inappropriate due to cost and the site's susceptibility to frequent flooding. It was agreed that no public consultation will be undertaken at this time. However, the option of installing permanent signage regarding dog fouling will be investigated, and costings will be brought back to the committee for consideration.

Councillor Gill left the meeting at 8pm.

S25/055 RESOLVED IMM/MT (unanimous)

That social media be utilised to remind the public about keeping dogs under control and cleaning up after them.

S25/056 LUDLOW MARKET UPDATE

RESOLVED KC/MT (7:0:2)

That the update from the Market Officer be noted.

S25/057 LUDLOW MARKET WEBSITE

RESOLVED KC/MT (7:0:2)

That the update regarding the new website be noted.

S25/058 NABMA ANNUAL REVIEW

RESOLVED KC/DL (unanimous)

That the NABMA annual review document be noted.

Councillor Harris left the meeting at 8.03pm

S25/059 SEVERN TRENT – BATHING WATER QUALITY INVESTIGATIONS

RESOLVED PA/KC (7:0:1)

To approve the request from Severn Trent to install a temporary auto-sampler kiosk at the same bankside location as in 2022.

S25/060 CHRISTMAS LIGHTS IN CORVE STREET

RESOLVED KC/IMM (unanimous)

That the update on adaptations required for Christmas lights on Corve Street be noted.

S25/061 EXCLUSION OF PRESS AND PUBLIC: PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960

RESOLVED KC/DL (unanimous)

The Chair will move that the public be excluded from the meeting for the following item(s) of business pursuant to section 1 of the Public Bodies (Admission to Meetings) Act 1960, on the grounds that publicity would be

prejudicial to the public interest by reason of the confidential nature of the business to be transacted.

The meeting closed at 8.16pm.

Chair

Date

Closed session minutes WILL be issued for this meeting.



CLOSED SESSION MINUTES

Closed session Minutes of a meeting of the **SERVICES COMMITTEE** held in the Guildhall, Mill Street, Ludlow on **WEDNESDAY 3RD SEPTEMBER 2025** on the rising of Full Council at **7.45PM**

S25/062 QUOTATIONS FOR TREE WORKS

RESOLVED IMM/KC (unanimous)

That the third quote received from Derek Bufton Tree Services be considered.

S25/063 RESOLVED PA/IMM (7:0:1)

That the quotation of £2,390.00 + VAT from Benbow Brothers Ltd be accepted.

The meeting closed at 8.16pm.

Chair

Date

MINUTES

Minutes of a meeting of the **SERVICES COMMITTEE** held in the Guildhall, Mill Street, Ludlow on **WEDNESDAY 15th OCTOBER 2025** at **7PM**

S25/064 PRESENT

Chair: Councillor Cowell

Councillors: Addis, Childs (Vice), Lyle, Parry, Tapley and Taylor.

Officers: Gina Wilding, Town Clerk
 Kate Adams, Deputy Town Clerk
 Julie Cox, Finance Assistant

S25/065 ABSENT

Councillors Gill, Ginger, Harris, Hepworth and Maxwell-Muller were absent.

S25/066 WELCOME AND ESSENTIAL HOUSEKEEPING INFORMATION

The Chair, Councillor K Cowell, welcomed everyone to the Services Committee meeting at the Guildhall and explained housekeeping information.

S25/67 RECORDING OF MEETINGS

The Chair notified those present that under the Openness of Local Government Regulations 2014, recording and broadcasting is permitted during public session of Council Meetings.

S25/068 APOLOGIES

Apologies were received from Councillor Ginger, Councillor Hepworth and Councillor Maxwell-Muller.

S25/069 DECLARATIONS OF INTEREST

Disclosable Pecuniary Interests
None declared

Conflicts of Interest

None declared

Personal Interests

Councillor Lyle

Knows M Beasley (Pride of Place)

Councillor Cowell

Knows M Beasley (Pride of Place)

Councillor Tapley

Knows M Beasley (Pride of Place)

S25/070 PUBLIC OPEN SESSION (15 minutes)

There were no members of the public present.

S25/071 LUDLOW UNITARY COUNCILLORS SESSION

Councillor Parry (Ludlow South) updated the Council on the progress of the demolition of the old Budgens building. Also that a revised date of 20th October 2025 has been given for the closure of Temeside.

S25/072 MINUTES

RESOLVED KC/PA (unanimous)

That the minutes of the Services Committee meeting held on Wednesday 3rd September 2025 be approved as a correct record and signed by the Chair.

S25/073 ITEMS TO ACTION

RESOLVED KC/DL (6:0:1)

That the Items to Action from the Services Committee on Wednesday 3rd September 2025 be noted.

S25/074 PRIDE OF PLACE LITTERPICKING

RESOLVED PA/DL (6:0:1)

That Ludlow Town Council support the co-ordination of the Saturday Ludlow Pride of Place litter picks from January 2026. The Deputy Town Clerk will take on the role of co-ordinator with assistance from Councillor Lyle.

S25/075 ST JOHNS GUARDIANS

RESOLVED KC/DL (unanimous)

That the success of the first event held on 17th September 2025 be noted.

S25/076 RESOLVED KC/DL (5:0:2)

That the terms of reference for St Johns Guardians be accepted.

S25/077 RESOLVED PA/MT (6:0:1)

That a report containing a costed bulb and perennial planting scheme for all the beds in St Johns Gardens be bought back to Services Committee for consideration.

S25/078 PLANTING TASK AND FINISH GROUP

RESOLVED DC/DL (5:0:2)

That the notes from the first meeting of the Planting task and finish group held on 18th September 2025 be received.

S25/079 RESOLVED KC/PA (5:0:2)

To approve the following recommendations from the Planting task and finish group:

- An updated list of planters to be completed by LTC staff (following work and rationalisation already completed this summer by DLF).
- An assessment of each planter to be undertaken and a list made of those to be removed.
- Create a database of planters which highlights who is responsible for planting/watering/sponsorship.
- Hanging baskets to be restricted to Castle Street toilets.
- Install 'summer' bunting around the market square to brighten it up each year between May-September.

S25/080 EXCLUSION OF PRESS AND PUBLIC: PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960

RESOLVED KC/DL (unanimous)

The Chair will move that the public be excluded from the meeting for the following item(s) of business pursuant to section 1 of the Public Bodies (Admission to Meetings) Act 1960, on the grounds that publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted.

The meeting closed at 8.08pm.

Chair

Date

Closed session minutes will be issued for this meeting.



CLOSED SESSION MINUTES

Closed session Minutes of a meeting of the **SERVICES COMMITTEE** held in the Guildhall, Mill Street, Ludlow on **WEDNESDAY 15th OCTOBER 2025** at 7PM.

S25/081 HENLEY ROAD CEMETERY BABIES AREA

RESOLVED PA/AT (4:1:2)

That the quotation from Tarmacadam Driveways Ltd for £5,500.00 to remove existing path to the Babies area and replace with a tarmac finish, edged with concrete set kerbs be accepted.

S25/082 RESOLVED KC/DL (unanimous)

That a report be brought back to next services committee with more detail, including the internal width of the arch and diameter of the uprights for the proposed memorial arch.

S25/83 RESOLVED PA/DC (6:1:0)

That the proposed improved access plan of the layout of the baby area be approved. That the hedge adjacent to grave GBM C 14 to be pruned back if possible.

The meeting closed at 8.08pm.

Chair

Date



R07.10.2025

MINUTES

Minutes of a meeting of the **REPRESENTATIONAL COMMITTEE** held at the Guildhall, Mill Street, Ludlow on **TUESDAY 7th October 2025 at 7pm.**

R/136 PRESENT

Chair: Councillor Harris

Councillors: Councillors Addis, Cowell, Ginger, Hepworth Tapley, and Scott-Bell

Officers: Gina Wilding Town Clerk
Charlotte Ambrazas, Committee Officer

R/137 ABSENCES

Councillors Gill, Parry, Tapley were absent.

R/138 HEALTH AND SAFETY

The Chairman informed Councillors, and everyone present, of the fire exits, fire assembly point and asked that everyone sign the attendance log.

R/139 RECORDING OF MEETINGS

The Chairman notified those present that under the Openness of Local Government Regulations 2014, recording and broadcasting is permitted during public session of Council Meetings.

R/140 APOLOGIES

Apologies were received from Councillors Gill, Parry & Tapley.

R/141 DECLARATIONS OF INTEREST

Disclosable Pecuniary Interests
None.

Conflicts of Interest
None

Personal Interest
None

R/142 PUBLIC OPEN SESSION (15 minutes)

There were no members of the public present.

R/143 LUDLOW'S UNITARY COUNCILLORS QUESTION AND ANSWER SESSION

Councillor Boddington was present via zoom and firstly stated the importance of a Neighbourhood Plan for Ludlow as a guide for Shropshire Council on how to steer development. He stated that parish boundary changes were not expected to start this year, and his view that development should include all of Ludlow without arbitrary boundaries.

He explained that consideration of the re-development of the former Budgens site has been ongoing for 8 years, and now the building will be demolished in two weeks, although at present there is no viable development plan for the site. Demolition work and subsequent landscaping of the site is expected to take up to a year. Discussions with the owner of Morris properties are ongoing, options might include:

- Well-designed landscaped area with planting and benches
- self-cleaning public toilets
- provision for young people

As soon as more detailed information is available, it will be shared with the Town Council.

R/144 MINUTES

RESOLVED SH/PA (unanimous)

To approve the minutes of 9th September 2025 as a correct record for the Chairman to sign.

R/145 ITEMS TO ACTION

RESOLVED SH/PA (unanimous)

To note the items to action of 9th September 2025.

R/146 SHROPSHIRE COUNCIL DECISIONS PENDING

RESOLVED SH/ISB (unanimous)

That the decisions pending by Shropshire Council be noted.

R/147 SHROPSHIRE COUNCIL DECISIONS

RESOLVED SH/PA (unanimous)

That the decisions by Shropshire Council be noted.

R/148 PLANNING APPLICATIONS

25/02967/TCA Dinham Lodge , Dinham, Ludlow, SY8 1EH

RESOLVED SH/KC (5:0:2)

To Object to reducing the height of a group of Yews within Ludlow Conservation Area by approx. 60% to 2m above ground level and maintain at height through annual pruning for duration of five years for the following reason:

- i) The works would create an unbalanced shape that would have a detrimental impact on public amenity of the Yew trees.

R/149 25/03404/LBC Dinham Hall, Dinham, Ludlow, SY8 1EJ.

RESOLVED ISB/JH (5:1:1)

No objection to new handrails to the principal entrance

R/150 25/03353/FUL Thistledown , St Johns Lane, Ludlow, SY8 1PF

RESOLVED KC/PA (unanimous)

No objection to the alterations and extensions to existing bungalow.

R/151 25/03451/FUL OXFAM, 45 Bull Ring, Ludlow, SY8 1AB.

RESOLVED KA/PA (unanimous)

No objection to internal and external alterations

R/152 25/03452/LBC OXFAM, 45 Bull Ring, Ludlow, SY8 1AB.

RESOLVED KC/PA (unanimous)

No objection to internal and external alterations

R/153 25/03453/ADV OXFAM, 45 Bull Ring, Ludlow, SY8 1AB.

RESOLVED KC/PA (unanimous)

To object to the proposed window signage for the following reasons;

- i) The signage is visually overbearing and intrusive and not suitable for a conservation area, and not in keeping with the existing street scene.

R/154 25/03613/LBC Usher House, 30 Mill Street, Ludlow, SY8 1BG

RESOLVED KC/GG (unanimous)

No objection to enlarge existing opening within chimney breast to form counter height opening, relocation of cooker and new extraction through existing chimney; and re-reinstatement of window.

R/155 25/03574/FUL Castle House, Castle Square, Ludlow, SY8 1AY

RESOLVED SH/ISB (unanimous)

To Object to the Proposed Removal of Turf and Installation of Permeable Hardstanding to Enlarge Existing Parking Area for the following reasons:

i) Highway and Pedestrian Safety:

The proposed enlargement of the hardstanding area would increase vehicular activity and create additional hazards for pedestrians. This is of particular concern given the limited visibility and already constrained access in this location. The development would therefore have an adverse impact on pedestrian safety and the safe operation of the surrounding area.

ii) Impact on Local Character:

The introduction of further hard surfacing would be out of keeping with the established character of this predominantly pedestrian environment. The existing green space contributes positively to the appearance and amenity of the area, and its removal would detract from the visual quality and overall character of the locality.

R/156 ROAD CLOSURE/TRAFFIC MANAGEMENT

RESOLVED KC/PA (unanimous)

To note all road closures and clarify the closure times and that the road closure at St Marys Lane will allow access for residents and deliveries.

R/157 BUILDINGS, BUILDING LAND AND TREES

RESOLVED PA/KC (unanimous)

To update the spreadsheet

R/158 BUILDING DEMOLITION

RESOLVED KC/SH (unanimous)

To welcome the concept of the creation of a green landscaped space and await a planning application.

R/159 NEIGHBOURHOOD PLAN

RESOLVED GG/KC (unanimous)

To arrange a visit from Shropshire Council planning policy officers to discuss the potential scope for a Neighbourhood Plan for Ludlow.

Meeting closed at 8:30 pm

Chairman

Date



MINUTES

Minutes of a meeting of the **REPRESENTATIONAL COMMITTEE** held at the Guildhall, Mill Street, Ludlow on **TUESDAY 4th November 2025 at 7pm.**

R/160 PRESENT

Chair: Councillor Harris

Councillors: Councillors Addis, Cowell, Gill (7.03pm), Ginger, and Tapley.

Officers: Gina Wilding Town Clerk
Kate Adams, Deputy Town Clerk

R/161 ABSENCES

Councillors Hepworth, Owen, Parry, Scott Bell were absent.

R/162 HEALTH AND SAFETY

The Chairman informed Councillors, and everyone present, of the fire exits, fire assembly point and asked that everyone sign the attendance log.

R/163 RECORDING OF MEETINGS

The Chairman notified those present that under the Openness of Local Government Regulations 2014, recording and broadcasting is permitted during public session of Council Meetings.

R/164 APOLOGIES

Apologies were received from Councillors Hepworth, Owen & Scott Bell.

R/165 DECLARATIONS OF INTEREST

Disclosable Pecuniary Interests
None.

Conflicts of Interest
None

Personal Interest

Cllr G Ginger

25/03892/TCA

Knows the resident

R/166 PUBLIC OPEN SESSION (15 minutes)

There was one member of the public present.

A resident raised concerns regarding planning application 25/03749/FUL at Holmlands, 26 Dinham.

There are concerns that vital information has been missed within the application and there is no reference to a 200-year-old 8ft high retaining wall that will be affected by the works. The works proposed would change the historic appearance of the lane which is highly valued by neighbouring properties.

7.03pm Cllr Gill joined the meeting.

R/167 LUDLOW'S UNITARY COUNCILLORS QUESTION AND ANSWER SESSION

No Unitary Councillors were present.

R/168 MINUTES

RESOLVED KC/GG (unanimous)

To approve the minutes of 7th October 2025 as a correct record for the Chairman to sign.

R/169 ITEMS TO ACTION

RESOLVED GG/TG (unanimous)

To note the items to action of 7th October 2025.

R/170 SHROPSHIRE COUNCIL DECISIONS PENDING

RESOLVED GG/KC (unanimous)

That the decisions pending by Shropshire Council be noted.

R/171 SHROPSHIRE COUNCIL DECISIONS

RESOLVED KC/PA (unanimous)

That the decisions by Shropshire Council be noted.

R/172 PLANNING APPLICATIONS

25/03667/FUL 3 Lower Galdeford, Ludlow, SY8 1RN

RESOLVED GG/TG (unanimous)

No objection to the alterations to the front elevation.

R/173 25/03732/TCA Walcote House, 17 Broad Street, Ludlow, SY8 1NG

RESOLVED GG/PA (unanimous)

No objection to the tree works to 1no Walnut within Ludlow Conservation Area.

R/174 25/03077/FUL Tarwin, The Old Orchard, Ludlow, SY8 1JW

RESOLVED GG/AT (unanimous)

To Object to the demolition of existing dwelling and erection of eco home for the following reasons:

- a) No eco credentials including, but not limited to, solar panels or heat pumps are apparent in the application.
- b) The proposed property would be out of character with the existing properties. The roof line is higher than the surrounding properties making it unduly imposing in the area.

R/175 25/03749/FUL Holmlands, 26 Dinham, Ludlow, SY8 1GF

RESOLVED GG/KC (unanimous)

To Object to the demolition of existing garage and partial removal of boundary wall for the following reasons:

- The removal of the traditional local stone boundary wall would erode the historic enclosure and character of the lane. The wall, although partly realigned, contributes positively to the street scene. Its loss is unjustified and detrimental.
- The replacement of traditionally detailed, side-hung painted timber garage doors and gate with a non-traditional aluminium sliding gate would introduce a visually intrusive and inappropriate feature.

The proposals clearly conflict with the Ludlow Conservation Area requirements as stated below, and should therefore be refused:

7.4 Quality and appropriateness of design, materials and use is required for all proposals in Conservation Areas:

- Materials should match those traditionally used in the Conservation Area.

- Proposals should retain or restore traditional stone or brick boundary walls.

The Conservation Area Appraisal also notes:

- 4.11 A large amount of garden space survives in this residential town centre, and policy seeks to keep it that way.

The creation of extensive hardstanding for vehicle parking and turning presents a serious concern. This area extends to the existing hedge, which sits above a significant historic retaining wall of local stone rubble. There has been no professional assessment regarding the potential structural risk to this wall.

In principle, we do not object to replacing the existing garage/shed, but only if access remains from the south and traditional timber side-hung doors or gates are retained, to preserve the character of the lane.

Gates in this part of the Conservation Area are consistently side-hung (single or double leaf). The proposed large sliding gate is alien in scale and type and would appear intrusive and over-dominant in the streetscape.

The submission lacks essential information:

- No existing or proposed east elevation of the garage/shed or the new lean-to store
- No clear indication of existing and proposed external wall and roof materials

Without this information, the impact of the proposed new building cannot be properly assessed.

R/176 25/03839/TCA Fairwater, Linney, Ludlow, SY8 1EG

RESOLVED KC/GG (unanimous)

No objection to the tree works to 1no Sycamore and 1no Willow within Ludlow Conservation Area.

R/177 25/03892/TCA Castle Weir House, Linney, Ludlow, SY8 1EG

RESOLVED SH/TG (5:0:1)

No objection to the tree works to 1no Silver birch within Ludlow Conservation Area.

R/178 25/03967/TCA Ludlow Castle Tennis & Bowling Club, Linney, Ludlow, SY8 1EE

RESOLVED SH/PA (unanimous)

No objection to tree works to 3no Willow, subject to the agreement of Ludlow Rugby Club.

R/179 25/03789/FUL Bowling Green, Ludlow Castle Tennis & Bowling Club, Linney, Ludlow, SY8 1EE

RESOLVED PA/SH (unanimous)

To Object to the installation of floodlighting to court 1 for the following reasons:

- a) The lights would be very tall and would be an obtrusive feature in a sensitive area in the escarpment of the castle.
- b) The lights would create unacceptable light pollution detrimentally affecting residents and wildlife, potentially up until 10pm seven nights a week.

R/180 ROAD CLOSURE/TRAFFIC MANAGEMENT

RESOLVED GG/KC (unanimous)

To note the road closures and to bring an item to the next Representational Committee to discuss road repairs/ closures in Ludlow, and the possibility of using traffic management to ensure that roads can remain open.

R/181 BUILDINGS, BUILDING LAND AND TREES

RESOLVED KC/SH (unanimous)

To report to Shropshire Council that the repairs to Ludford Bridge do not seem robust and a better repair is needed.

R/182 PLANNING RESPONSES BRIEFING NOTE

RESOLVED GG/TG (unanimous)

To note the Shropshire Council guidance note to assist Parish & Town Councils to respond to planning applications following changes to the NPPF and withdrawal of the previous draft local plan.

R/183 FUTURE LOCAL RAILWAY CONNECTIVITY

RESOLVED GG/PA (unanimous)

To note both sides of the conversation regarding Ludlow station and to have a watching brief on the situation.

Meeting closed at 7:33 pm

Chairman

Date

MINUTES

Minutes of a Staffing Committee Meeting held in the Guildhall, Mill Street, Ludlow on **FRIDAY 10TH OCTOBER 2025** at 10:00 am.

ST/45 PRESENT

Chair: Councillor Scott-Bell

Councillors: Cowell, Lyle and Owen.

Officers: Gina Wilding, Town Clerk
 Kate Adams, Deputy Town Clerk
 Helen Jones, Senior Administrative Assistant

ST/46 ABSENT

Councillors Gill, Harris, Hepworth and Maxwell-Muller.

ST/47 HEALTH & SAFETY

The Chair informed Councillors of the fire exits, fire assembly point and asked that everyone sign the attendance log.

ST/48 RECORDING OF MEETINGS

The Chair notified those present that under the Openness of Local Government Regulations 2014, recording and broadcasting is permitted during public session of Council Meetings.

ST/49 APOLOGIES

Apologies were received from Councillor Maxwell-Muller.

ST/50 DECLARATION OF INTERESTS

Disclosable Pecuniary Interests
None declared.

Conflict of Interest
None declared.

Personal Interests

None declared.

ST/51 PUBLIC OPEN SESSION

There were no members of the public or press present.

ST/52 MINUTES

RESOLVED ISB/KC (unanimous)

That the open and closed session minutes of the Staffing Committee meeting held on the 18th September 2025 be approved as a true record and signed by the Chair.

ST/53 ITEMS TO ACTION

RESOLVED ISB/KC (unanimous)

That the items to action of the Staffing Committee meeting held on the 18th September 2025 be noted.

ST/54 EXCLUSION OF PRESS AND PUBLIC: PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960

RESOLVED ISB/RO (unanimous)

That that the public be excluded from the meeting for the following item(s) of business pursuant to section 1 of the Public Bodies (Admission to Meetings) Act 1960, on the grounds that publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, the public be excluded and the meeting continue in closed session.

The meeting closed at 11:05 am.

Chair

Date

Closed Session minutes will be issued.



CLOSED SESSION MINUTES

Minutes of a Staffing Committee Meeting held in the Guildhall, Mill Street, Ludlow on **FRIDAY 10TH OCTOBER 2025** at 10:00 am.

ST/55 RECRUITMENT – ASSISTANT GROUNDS PERSON X 2

RESOLVED KC/DL (3:0:1)

That recruitment of two Assistant Grounds Person positions be approved.

ST/56 RESOLVED ISB/KC (unanimous)

That the Job Description be approved subject to the inclusion of 'maintaining' vehicles and machinery, and that the Person Specification be approved subject to agreed amendments to the Essential, General and Desirable criteria.

ST/57 RESOLVED ISB/KC (unanimous)

That the recruitment schedule be approved.

ST/58 RESOLVED ISB/KC (unanimous)

That the Job Advert, Application Form (with 'Referee's contacted prior to interview' removed), Shortlisting Criteria / Scoresheet, Interview Questions (subject to additional question and amendments as agreed), and Interview Scoresheet be approved.

That an interview panel including staff members and Cllrs Scott-Bell, Owen and Lyle (with Cllr Cowell as reserve member) be approved.

The meeting closed at 11:05 am.

Chair

Date

MINUTES

Minutes of a meeting of the **POLICY AND FINANCE COMMITTEE** held in the Guildhall, Mill Street, Ludlow on **MONDAY 13th OCTOBER 2025** at **7.00PM**

PF/102 PRESENT

Chair: Councillor R. Owen
Councillors: Childs; Cowell; Hepworth; Parry; Scott Bell; Taylor.
Officers: Gina Wilding, Town Clerk
Lucy Jones, Senior Finance Assistant

PF/103 ABSENT

Councillors Gill, Ginger, Lyle and Scott-Bell were absent.

PF/104 WELCOME

The Chair, Councillor Owen, welcomed everyone to the Policy and Finance Committee meeting and advised on essential housekeeping information.

PF/105 RECORDING OF MEETINGS

The Chair notified those present that under the Openness of Local Government Regulations 2014, recording and broadcasting is permitted during public session of Council Meetings.

PF/106 MEETING PROTOCOL

The Chair reminded Members of the vital importance of mutual respect, professionalism, and full adherence to the Council's Code of Conduct, Standing Orders, and Meeting Protocol.

Councillors and officers have distinct yet complementary roles and work collaboratively in the best interests of the community. Councillors are responsible for setting policy and representing the public, while officers provide impartial advice and are tasked with implementing Council decisions.

During meetings, Members must conduct themselves with decorum, follow the established rules of debate, and respect the authority of the Chair. Disruptive behaviour, undue pressure on officers, or prioritising personal interests above

Council objectives undermines good governance and is contrary to the standards of conduct expected in Council proceedings.

Maintaining integrity, accountability, and a respectful environment is essential to ensuring effective and transparent decision-making.

PF/107 APOLOGIES

Apologies for absence were received from Councillors Gill, Ginger, Lyle and Maxwell-Muller.

PF/108 DECLARATIONS OF INTEREST

Disclosable Pecuniary Interests

None declared.

Declaration of Conflicts of Interest

None declared.

Declarations of Personal Interest

None declared.

PF/109 PUBLIC OPEN SESSION (15 minutes)

There were two members of the public present at the meeting.

PF/110 UNITARY COUNCILLORS' SESSION

Unitary Councillor Parry, Ludlow South informed the Committee about the Shropshire Council Town and Parish Task Group which was set up to make recommendations on devolution to town and parish Councils. She stated that Church Stretton and Shrewsbury Town Council's have made representations to the group and that Ludlow needs to make its voice heard on what they want for the future of the town.

PF/111 MINUTES

RESOLVED RO/MT (Unanimous)

That the minutes of the Policy and Finance Committee meeting held on the 1st September 2025, be approved as a correct record, and signed by the Chair.

PF/112 ITEMS TO ACTION

Following a request from the Chair, the Town Clerk gave an update on the town CCTV. She stated that the electrical works in the church tower were completed

on the 6th October 2025 and that the full installation and connection of the CCTV phase 2 cameras would be completed on the 22nd and 23rd October 2025, increasing the town CCTV coverage by 13 cameras.

RESOLVED RO/KC (Unanimous)

That a report be presented to Full Council on the history of the CCTV project, to include details of the selection of the contractor, costings, payment schedule, Police contribution and accounting and any other important correspondence.

PF/113 RESOLVED KC/VP (Unanimous)

That a report be presented to Full Council upon receipt of the surveyor's report relating to the sub-station scaffolding next to the churchyard wall.

PF/114 RESOLVED RO/KC (Unanimous)

That the items to action from the Policy and Finance Committee meeting held on the 1st September 2025, be noted.

PF/115 FINANCE INFORMATION

RESOLVED RO/KC (Unanimous)

That the Cash Book Payments, Income and Reconciliation, Barclaycard Payments, Income and Reconciliation, PayPal Payments, Income and Reconciliation, Petty Cash Payments, Income and Reconciliation, Public Sector Deposit Fund Payments, Income and Reconciliation, Income Cash Book Payments, Income and Reconciliation and Electric Vehicle Charging Payments, Income and Reconciliation for August 2025; and Mayor's Charity Account Payments, Income and Reconciliation and Mayor's Charity Account Income Payments, Income and Reconciliation for July and August 2025; be received.

PF/116 AGED DEBTORS

RESOLVED RO/KC (Unanimous)

That the Debtors report be received.

PF/117 AGED DEBTORS

RESOLVED RO/KC (Unanimous)

That the Debtors Explanation Report be received.

PF/118 POLICY REVIEW

a) Recruitment and Selection Policy

RECOMMENDED RO/ISB (6:0:1)

That the Recruitment and Selection Policy, be adopted.

PF/119 b) Sexual Harassment Policy, Risk Assessment and Action Plan

RESOLVED ISB/RO (Unanimous)

That the Sexual Harassment Risk Assessment be referred to Staffing Committee to be reviewed and updated.

PF/120 RECOMMENDED RO/MT (Unanimous)

That the Sexual Harassment Policy and Action Plan, be re-adopted.

PF/121 c) Hedgerow Policy

RECOMMENDED RO/ISB (Unanimous)

That Hedgerow Policy, be adopted.

PF/122 CLIMATE ACTION TASK AND FINISH GROUP

a) Minutes – 2nd October 2025

RESOLVED RP/MT (6:0:1)

That the minutes of the Climate Action Task and Finish Group meeting held on the 2nd October 2025 be received.

PF/123 b) Recommendations – 2nd October 2025

Councillor Cowell advised that the Local Nature Recovery Strategy was to aid Shropshire Council in identifying green spaces in Ludlow and that the Climate Action Task and Finish Group aim to hold a public meeting to consult the public on how green spaces are managed and utilised.

RESOLVED RP/MT (5:0:2)

That the recommendation of the Climate Action Task and Finish Group meeting held on the 2nd October 2025 be approved:-

- **Local Nature Recovery Strategy (LNRS)**

- To note the purpose of the LNRS which is to identify opportunities for creating and restoring habitats beyond existing hotspots, and look at how the county can be best connected for nature.
- To note the three responsibilities for Town & Parish Councils: 1) Consider biodiversity in their area, 2) Agree policies and objectives to support them, 3) Act to deliver the objectives
- To agree that Town Councils are ideally placed to identify local biodiversity opportunities and threats, mobilise community action, and act as a trusted intermediary between residents and higher tier authorities.
- Actions we are building on include Restoring Shropshire Verges Project and CPRE's hedgerow heroes.
- Ludlow Town Council is taking lots of proactive action to improve habitats and hotspots within its area, along with promoting actions that residents / businesses can undertake themselves.
- To respond to the consultation as above and to comment on the interactive mapping with the addition/enlarging of the following sites:
 Castle Gardens
 Wigley Field allotments
 Garden of Rest, St Laurences
 Fishmore View amenity area
 Gallows Bank
 Housman amenity area
 Steventon play area
 Sheet Road verges
 Sidney Road town green
 Eco Park
 Ballard Close amenity area
 Wheeler Road recreation area
 School playing fields
 Weyman Road community orchard site
 Dodmore Lane bridleway
 Hopton Close amenity area
 Parys Road play/amenity area

- **Climate Action Plan (CAP)**

- Changes/actions relating to the CAP.
- **Action 4** - To check whether this has been completed.
- **Action 6** - To check whether this has been completed.
- **Action 10** - To check on progress.
- **Action 11** - To prepare for P & F meeting in November.
- **Action 20** - To chase Shropshire Council for a response
- **Action 23** - To chase Shropshire Council for a response in preparation for the 2026 grass cutting season.
- **Action 26** - To begin plans for a public meeting following the completion of a green Parish map.
- **Action 29** - Feedback regarding the St Johns Gardeners to go to Services.
- **Action 30** - To set a schedule in place with the Communications & Marketing Officer.

- **Action 32** - This is being done as and when appropriate by the Town Clerk & Deputy Town Clerk.
- **Action 34** - Not yet begun but will look at this for next Spring.
- **Action 35** - Will generate a list of warm hubs (by confirming with community groups) and will publicise on our website and social media.

PF/124 BUDGET TASK AND FINISH GROUP

RESOLVED RO/MT (Unanimous)

That the minutes of the Budget Task and Finish Group meetings held on the 7th and 14th August 2025, be received.

PF/125 STAFFING EFFICIENCY REVIEW

RESOLVED RO/MT (6:0:1)

That the draft Term of Reference for the Efficiency Review recommended to Full Council by Staffing Committee, be noted.

PF/126 EXTERNAL AUDIT

RESOLVED RO/MT (Unanimous)

That it be noted that the audit is unconcluded subject to a review and that the information provided by the External Auditor has been published on the Council's website as required.

PF/127 CCLA PUBLIC SECTOR DEPOSIT FUND INVESTMENT

a) Cash Flow Management Procedure

Councillor Parry left the meeting at 8.25pm

RESOLVED RO/KC (Unanimous)

That the Cash Flow Management Procedure be approved.

PF/128 b) Statements

RESOLVED RO/MT (Unanimous)

That the CCLA Public Sector Deposit Fund Investment statements for August and September 2025, be noted.

PF/129 c) Subscription Contract Note

RESOLVED RO/MT (Unanimous)

That the CCLA Public Sector Deposit Fund Investment Subscription Contract Note, be noted.

PF/130 d) Redemption Contract Note

RESOLVED RO/KC (Unanimous)

That the CCLA Public Sector Deposit Fund Investment Redemption Contract Note, be noted.

PF/131 e) Interest Rates

RESOLVED RO/KC (Unanimous)

That the CCLA Public Sector Deposit Fund and Barclays Bank interest rates, be noted.

The meeting closed at 8.32pm

Chair

Date

N.B. Closed Session Minutes will NOT be issued for this meeting.