

LUDLOW TOWN COUNCIL A G E N D A

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

Contact: Gina Wilding

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Despatch date: 15th October 2025

COUNCIL

You are summoned to attend the meeting of Ludlow Town Council to be held
at The Guildhall, Mill Street, Ludlow, on
Monday 20th October 2025 at 7.00pm

Gina Wilding

Gina Wilding
Town Clerk

Key Agenda Items:

- DEVOLUTION OF SERVICES
- BUDGET TASK AND FINISH GROUP
- CORE GRANTS

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. **MINUTES**
To approve the open and closed session minutes of **Council** on 3rd September 2025, 8th September 2025 and 24th September 2025 as a correct record of the meetings (LGA 1972 Sch 12 para 41(1)).
10. **ITEMS TO ACTION**
To consider the items to action from 3rd September 2025, 8th September 2025 and Monday 24th September 2025.

	ITEM	Attachment
11.	<u>SHROPSHIRE COUNCIL DEVOLUTION OF SERVICES</u> To consider a report on national and local devolution of powers and services.	11
12.	<u>BUDGET TASK & FINISH GROUP UPDATE</u> To consider a report with recommendations from the Budget Task and Finish group.	12
13.	<u>CORE GRANTS</u> To consider core grant applications and recommendations from the Budget Task and Finish group.	13
14.	<u>SAFER NEIGHBOURHOOD TEAM POLICING PRIORITIES</u> To consider the council's three main priorities.	14
15.	<u>SHROPSHIRE COUNCIL PARKING CHARGES CONSULTATION</u> To consider Shropshire Council's consultation.	15
16.	<u>PROJECT UPDATES</u> To consider updates on projects.	16
17.	<u>EFFICIENCY REVIEW</u> To consider a report including recommendations from Staffing Committee.	17
18.	<u>PROJECT SUPPORT GRANT</u> To consider an application from Ludlow Assembly Rooms and Hope	18

House Hospice.

19.	<u>WHEELER ROAD PLAY AREA COVENANT</u>	
	To consider the response and decide actions going forward.	19
20.	<u>COMMITTEE MEMBERSHIP</u>	
	To approve Cllr Gill as a member of the Churchyard Walls Task and Finish Group, and Cllr Maxwell-Muller as a member of the Town Planters Working Group.	20
21.	<u>COMMITTEE RECOMMENDATIONS</u>	
	To approve recommendations from:	
a)	Policy & Finance Committee on 1 st September 2025.	21a
b)	Representative Committee on 9 th September 2025.	21b
22.	<u>COMMITTEE MINUTES</u>	
	To receive the minutes of:	
a)	Services Committee on 23 rd July 2025.	22a
b)	Representative Committee on 19 th August 2025 and 9 th September 2025.	22b
c)	Staffing Committee on 22 nd August 2025 and 18 th September 2025.	22c
d)	Policy & Finance Committee on 1 st September 2025.	22d
23.	<u>EXCLUSION OF PRESS AND PUBLIC: PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960</u>	No papers
	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.	
24.	<u>GUILDHALL HEATING</u>	24
	To consider the quotations received in the light of comments from the Conservation Officer.	
25.	<u>CHAMBER AMPLIFICATION SYSTEM</u>	25
	To approve the quotation for meeting room amplification including a hearing loop.	
26.	<u>CHURCHYARD WALL UPDATE</u>	26
	To receive a copy of the information gathering letter sent to the solicitor acting on behalf of the PCC and an update from the Task and Finish group.	



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 1st December 2025

Item 9.

MINUTES



MINUTES

Minutes of a meeting of the **COUNCIL** held at The Guildhall, Mill Street, Ludlow on **WEDNESDAY 3RD SEPTEMBER 2025** at **7.00 PM**.

FC/177 PRESENT

Chair: Councillor Lyle

Councillors: Addis; Childs; Cowell; Gill (7.02pm); Harris; Maxwell-Muller; Owen; Parry; Tapley; Taylor

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

ABSENT

Councillors: Waite; Hepworth; Ginger; Scott-Bell

FC/178 HEALTH & SAFETY

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

FC/179 RECORDING OF MEETINGS

The 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/180 MEETING PROTOCOL

The 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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FC/181 APOLOGIES

Apologies were received from Councillor Ginger, Councillor Hepworth, Councillor Scott-Bell and Councillor Waite.

FC/182 DECLARATIONS OF INTEREST

Disclosable Pecuniary Interests

None declared

Conflicts of Interest

None declared

Personal Interests

None declared

FC/183 PUBLIC OPEN SESSION (15 minutes)

There were no members of the public in attendance.

FC/184 LUDLOW'S 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 communication with parish councils.

FC/185 MINUTES

RESOLVED PA/KC (unanimous)

That the minutes of the Council meeting held on Wednesday 28th July 2025 be approved as a correct record and signed by the Chair.

FC/186 ITEMS TO ACTION**RESOLVED DL/TG (unanimous)**

That the Items to Action be noted.

FC/187 INSURANCE RENEWAL**RESOLVED MT/PA (unanimous)**

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.

FC/188 RESOLVED MT/IMM (unanimous)

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.

FC/189 RESOLVED MT/KC (unanimous)

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.

FC/190 RESOLVED MT/IMM (unanimous)

That the Council's motor insurance be renewed 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.

FC/191 RESOLVED RO/MT (unanimous)

That alternative quotes be sought for the revaluation of the council's properties.

FC/192 CCTV

The Council received an update on the progress of the CCTV project. Contractors have refitted a camera near the college and confirmed that all other town centre cameras are operational. Amendments to the RAMS have been required due to listed building requirements at St Laurence's Church. Once these are confirmed with the contractor, the work will proceed. Installation of the receiver and transmitter in the church tower will enable the cameras outside the town centre to become fully functional. Completion of the project is expected by the end of September.

FC/193 COMMITTEE MEMBERSHIP

RESOLVED DL/KC (unanimous)

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.

FC/194 SCAFFOLD ASSESSMENT

RESOLVED DL/TG (unanimous)

That the £540.00 quotation from Longmynd Consultants Ltd to assess the scaffolding surrounding the substation be approved.

The meeting closed at 7.41pm.

Town Mayor

Date

Closed session minutes will NOT be issued for this meeting.



MINUTES

Minutes of a meeting of the **COUNCIL** held at The Guildhall, Mill Street, Ludlow on **MONDAY 8TH SEPTEMBER 2025 at 7.00 PM.**

FC/195 PRESENT

Chair: Councillor Lyle

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

Officers: Gina Wilding, Town Clerk
Kate Adams, Deputy Town Clerk
Helen Jones, Senior Administration Assistant

FC/196 HEALTH & SAFETY

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

FC/197 RECORDING OF MEETINGS

The 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/198 MEETING PROTOCOL

The 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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Council objectives undermines good governance and is contrary to the standards of conduct expected in Council proceedings.

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FC/199 DECLARATIONS OF INTEREST

Disclosable Pecuniary Interests

None declared.

Conflicts of Interest

None declared.

Personal Interests

<u>Councillor</u>	<u>Item</u>	<u>Reason</u>
Gill	10	Covenant to the church.
Owen	10	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	10	Sings at St Laurence's Church. Not a member of St Laurence's PCC.
Parry	10	Knows the Chair of Ludlow Town Walls Trust and was a member in the past.
Hepworth	10	Knows the Chair of Ludlow Town Walls Trust. Is not a member of the Town Walls Trust or St Laurence's PCC.
Lyle	10	Knows the Chair of Ludlow Town Walls Trust.
Maxwell-Muller	10	Knows the Chair of Ludlow Town Walls Trust.
Childs	10	Knows the Chair of Ludlow Town Walls Trust.

FC/200 PUBLIC OPEN SESSION (15 minutes)

There were six members of the public in attendance, and of those four addressed the council.

A resident of Ludlow raised their concerns that the item relating to legal advice on the topic of the collapsed section of the Town Wall was being discussed in confidential session given its potential implications for council expenditure. It was requested that, where possible, the legal advice be made publicly available on the council's website. A further request was made for the council to commit to undertaking a full public consultation before making any decisions that might have a long-term financial impact on local council taxpayers.

A resident of Ludlow referred to the Councillors' Code of Conduct in relation to Item 10 on the agenda (Legal Advice). It was their view that Appendix B, Paragraph 9 of the Code - regarding other registrable interests - may apply to certain councillors, and that, unless a dispensation has been granted, they should not speak or vote on the item. They outlined their thoughts on potential conflicts of interest based on involvement in local organisations, including the St. Laurence's PCC, St Laurence's Conservation Trust, and the local residents' group, and raised concerns around potential pre-determination. The speaker emphasised the importance of honesty, integrity, and accountability in decision-making. A request was made for full and thorough public consultation prior to any decision with the potential for long-term financial implications for local council taxpayers.

A resident of Ludlow expressed concern that the potential financial burden of repairs to the town wall would not be met by town council, but by local taxpayers. They said that accepting responsibility could set a precedent obligating the council - and future generations - to ongoing maintenance costs, potentially running into millions. The speaker questioned whether the council should bear such responsibility. The Town Walls were described as a national monument, with a call for central government funding and for all parties to work together constructively to secure external support, rather than prolonging local disputes.

A resident of Ludlow stated that given advice he had received from the National Flood Forum that, to preserve the independence and effectiveness of both councillors and flood action groups, the two roles should remain separate, should current councillors sit on the Flood Action Forum. The speaker asked if in light of her dual roles, the Mayor should consider stepping down as Mayor and from the Council in order to maintain the integrity and autonomy of the Flood Action Forum.

FC/201 LUDLOW POLICE UPDATE

Sergeant Bell has recently taken over the local team, with PC Maslen reassigned to the town centre and an additional officer starting shortly. These staffing changes aim to improve visibility, though the Police Service is facing broader cuts, including the loss of approximately 130 office staff.

A major Class A drug seizure occurred behind Sainsbury's, leading to two arrests. Drug activity, particularly linked to county lines, remains a concern. Anti-social behaviour continues to be reported at the Eco Park and other areas, with some incidents of damage and ongoing concerns about youth gatherings.

Dangerous and anti-social driving was highlighted as a significant issue, including speeding, loud exhausts, and erratic driving. Police advised that they have different operations that target antisocial driving, as well as antisocial behaviour and drugs, so if we can continue to pass information along this will help pinpoint these operations.

Roadworks on Coronation Avenue were noted to be causing traffic issues on Lower Corve Street. Police are in contact with SC Highways, and residents are encouraged to report breaches.

The police emphasised the importance of community cooperation and timely reporting to help target resources effectively.

FC/202 LUDLOW'S UNITARY COUNCILLORS SESSION

Councillor Waite (Ludlow East) confirmed that Ludford Bridge will close on 10th September, The Linney on 23rd September (for one day), and Temeside from 13th to 19th October 2025.

Councillor Waite shared a report from a recent transformation meeting, where it was noted that Shropshire Council is expected to declare a financial emergency. This will significantly limit their ability to provide support to town and parish councils, with no additional funding available. The Council needs to make savings of at least £1 million, with wider cuts expected. As a result, services such as libraries may face temporary closures across the county.

Councillor Waite noted that a Memorandum of Understanding has been circulated and that other councils have already begun signing it. This is expected to be brought to a future Full Council meeting for consideration.

Councillor Parry (Ludlow South) confirmed that the new bus timetables will come into effect on 27th October 2025. Councillor Parry also confirmed her participation in the Task and Finish Group for town and parish councils.

FC/203 EXCLUSION OF PRESS AND PUBLIC: PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960

RESOLVED DL/KC (14:1:0)

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 9.26PM.

Town Mayor

Date

Closed session minutes will be issued for this meeting.

DRAFT

CLOSED SESSION MINUTES

Closed Session minutes of a meeting of the **COUNCIL** held at The Guildhall, Mill Street, Ludlow, on **MONDAY 8TH SEPTEMBER 2025** at **7:00PM**

FC/204 LEGAL ADVICE

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.

FC/205 EXTENSION OF MEETING

RESOLVED DL/KC (unanimous)

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

The meeting closed at 9.26PM.

Town Mayor

Date



MINUTES

Minutes of a meeting of the **COUNCIL** held at The Guildhall, Mill Street, Ludlow on **WEDNESDAY 24TH SEPTEMBER 2025** at **7.00 PM**.

FC/206 PRESENT

Chair: Councillor Lyle

Councillors: Addis; Childs; Cowell; Ginger; Hepworth; Maxwell-Muller; Owen; Parry; Scott-Bell; Tapley; Taylor; Waite

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

FC/207 ABSENT

Councillors Gill and Harris were absent.

FC/208 HEALTH & SAFETY

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

FC/209 RECORDING OF MEETINGS

The 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/210 MEETING PROTOCOL

The 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/211 APOLOGIES

Apologies were received from Councillor Gill (family holiday) and Councillor Harris (unwell).

FC/212 DECLARATIONS OF INTEREST

Disclosable Pecuniary Interests

None declared.

Conflicts of Interest

None declared.

Personal Interests

<u>Councillor</u>	<u>Item</u>	<u>Reason</u>
Owen	9	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	9	Is a member of the choir at St Laurence's Church. Not a member of St Laurence's PCC.
Parry	9	Knows the Chair of Ludlow Town Walls Trust.
Hepworth	9	Knows the Chair of Ludlow Town Walls Trust. Is not a member of the Town Walls Trust or St Laurence's PCC.
Lyle	9	Knows the Chair of Ludlow Town Walls Trust.
Maxwell-Muller	9	Knows the Chair of Ludlow Town Walls Trust.

FC/213 PUBLIC OPEN SESSION (15 minutes)

There were five members of the public in attendance and four addressed the council.

A resident of Ludlow questioned the council on what the plan was for the collapsed section of wall, when there would be any communication with the public and asked for transparency around this issue.

A resident of Ludlow commented that she believed there was a large proportion of residents in the town that can ill afford an increase in council tax and urged the council to remember that.

A resident of Ludlow queried why a number of councillors had not declared a relationship with the church and suggested existing predisposition and bias on matters relating to the walls. The resident claimed that some of the councillors have failed to make proper declarations and as such puts the council at risk of disrepute and any votes made legally unsafe.

A resident of Ludlow spoke on the historical status of the churchyard referring to orders published in the Gazette and claimed that the walls remain the liability of the PCC.

FC/214 LUDLOW'S UNITARY COUNCILLORS SESSION

Councillor Parry (Ludlow South) confirmed that she has been to the first meeting of the Task and Finish Group for town and parish councils and found the meeting informative. Initially, it was discussed that up to 138 town and parish councils may receive funding for certain initiatives, but each council must determine what they are able and willing to do. Since then, the process has evolved, and the group is now inviting input from various local organisations to understand their perspectives on improving the town and surrounding parishes. Rather than dictating what should be done, the approach is now focused on collaboration and listening to local needs. Councillor Parry also confirmed that she has complained to Shropshire Council about the resurfacing works done to Ludford Bridge as unacceptable.

FC/215 Councillor Waite (Ludlow East) provided updates on two key local matters. First, regarding the youth hub, they have attended a meeting to help get it reopened. Another meeting is scheduled for early November and it is hoped that by then, repairs to the building will be well underway.

Second, there have been two meetings with Connexus Housing about proposed changes in the Sandpits area. Plans include potentially demolishing some buildings and replacing them with larger homes to better accommodate bigger families. A full consultation with all Sandpits residents will take place. Connexus has assured that priority for any new housing will first go to current Sandpits residents, followed by other local residents.

FC/216 EXCLUSION OF PRESS AND PUBLIC: PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960

RESOLVED DL/KC (11:2:0)

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 8:43PM.

Town Mayor

Date

Closed session minutes will be issued for this meeting.

DRAFT

CLOSED SESSION MINUTES

Closed Session minutes of a meeting of the **COUNCIL** held at The Guildhall, Mill Street, Ludlow, on **WEDNESDAY 24TH SEPTEMBER 2025** at **7:00PM**

FC/217 CHURCHYARD AT ST LAURENCE CHURCH

NOT CARRIED DC/BW (4:5:4)

That Town Walls items remain exclusively on Full Council agendas.

FC/218 RESOLVED DL/KC (12:0:1)

That a Task & Finish Group be formed to facilitate the progression of discussions and defer all decision making to Full Council.

8:31pm Councillor Waite and Councillor Parry gave their apologies and left the meeting.

FC/219 RESOLVED MT/KC (unanimous)

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 6th September 2025.

FC/220 RESOLVED DL/KC (unanimous)

That membership of the Task & Finish Group is Councillors Childs, Ginger, Hepworth, Lyle, Owen, Scott-Bell, Tapley, and Taylor.

FC/221 RESOLVED PA/KC (unanimous)

That a public statement outlining the decisions made at the meeting be issued.

The meeting closed at 8:43PM.

Town Mayor

Date

Item 10.

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

<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.	
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	

Full Council

Items to Action

				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: <ul style="list-style-type: none"> 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	
	<ul style="list-style-type: none"> 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.	Initial meeting to be called		Pending	
<u>FC Meeting</u> <u>20.01.2025</u>					

Full Council

Items to Action

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.	GW / HJ	To be discussed at October meeting.	
<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 SC.	GW	Pending	
<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> <u>28.07.2025</u>	<u>Item</u>	<u>Action</u>	<u>Staff</u>	<u>Status/Update</u>	<u>Date</u>
FC/146	<u>PROJECTS</u> That there are only two priority projects for the period September to December 2025 are as follows: <ul style="list-style-type: none"> • Installation and functioning of CCTV throughout Ludlow. • Amplification equipment and live broadcasting capabilities in the Guildhall chamber 		KA HJ	Ongoing Quote to be considered at Oct meeting following demonstration.	
FC/158	<u>PROJECT SUPPORT GRANTS</u>		HJ		

Full Council

Items to Action

	That the grant application does not meet the necessary criteria to show financial need and to ask the applicant to provide more information to enable the council to reconsider the application.	To contact the applicant and explain next step.		Pending – asked for more information. KA & HJ have twice contacted applicant but no response.	
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	Feedback received. To return to FC October meeting.	
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 visit a comparable site to experience working equipment.	Contact suppliers.	HJ	Quote to be considered at Oct meeting following demonstration.	
<u>FC Meeting</u> <u>03.09.2025</u>					

Full Council

Items to Action

FC/191	<u>RESOLVED</u> RO/MT (unanimous) That alternative quotes be sought for the revaluation of the council's properties.	Alternative quotes to be sought.	GW	Pending	
<u>COMPLETED</u>					
<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>14.04.2025</u>					
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

Full Council

Items to Action

<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> 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		GW	Complete	July 2025

Full Council

Items to Action

	be approved.	Return to Shropshire Council.			
FC/114	<p><u>MARKET SQUARE PARKING</u></p> <p>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.</p>	To write to Shropshire Council and Portfolio holders.	GW / HJ	Complete	July 2025
FC/117	<p><u>LUDLOW CANCER SUPPORT GROUP</u></p> <p>That the request for a statement of support from the Town Council be approved.</p>	To write to LCSG to confirm support.	GW / HJ	Complete	July 2025
FC/121	<p><u>INCLUSIVE MEETINGS</u></p> <p><u>RESOLVED</u> DL/KC (unanimous)</p> <p>That an investigation into amplification equipment and live streaming capabilities at the Guildhall be approved.</p>	To approach specialist companies to investigate the solutions they might be able to offer.	HJ/KP	Complete – updates in Ongoing Items ‘Guildhall AV’.	
FC/122	<u>RESOLVED</u> PA/TG (unanimous)	To update project list	HJ	Complete. On Project List.	

Full Council

Items to Action

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

Full Council

Items to Action

FC/127	<p><u>FRIENDS OF LUDLOW MUSEUM</u></p> <p><u>RESOLVED</u> VP/SH (unanimous)</p> <p>Councillor Parry is appointed the Town Council representative.</p>	To notify the group	HJ	Complete	June 2025
FC/128	<p><u>LUDLOW SUSTAINABLE TRANSPORT BUS GROUP</u></p> <p>That the update from Ludlow Sustainable Transport Bus Group be noted, and actions referred to the Representational committee.</p>	Refer actions to Rep Cttee for July meeting.	GW	Complete	July 2025
FC/130	<p><u>COMMITTEE RECOMMENDATIONS</u></p> <p><u>RESOLVED</u> RO/IMM (11:0:2)</p> <p><u>Write Off Debt</u></p> <p>That the Ludlow Pride organisation that incurred the debt are no longer in existence and that the debt in the sum of £45.00 plus VAT be written off.</p> <p><u>INSURANCE</u></p> <p><u>Insurance Task and Finish Group</u></p>	To update the council's records	LJ	Complete	

Full Council

Items to Action

	<p>That:-</p> <p>a) an Insurance Task and Finish Group be set up to review the Council's insurance requirements;</p> <p>b) the Insurance Task and Finish Group membership be made up of Councillors Hepworth, Owen and Taylor.</p> <p><u>POLICY REVIEW</u> <u>Financial Regulations</u></p> <p><u>Safeguarding – Children and Vulnerable Adults Protection Policy</u></p> <p><u>Task and Finish Group Recommendations – 5th June 2025</u></p>	<p>To progress the Council's insurance renewal for approval by Full Council</p>	GW	Complete	Sept 2025
		<p>To update the policies and distribute to staff / on website</p>	LJ	Complete	
		<p>To action and progress the recommendations to committee and FC as appropriate</p>	KA/GW	Complete	
<u>FC Meeting</u> 28.07.2025	<u>Item</u>	Action	Staff	Status/Update	Date

Full Council

Items to Action

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	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.	GW	Complete	August 2025

Full Council

Items to Action

FC/154	<p><u>ADOPTION OF CLUSTER MODEL FOR OUTDOOR SPACES PARTNERSHIP IN SHROPSHIRE</u></p> <p>To note the cluster model and to approve Cllr Ian Maxwell-Muller to attend the Nature Recovery Conference on 3rd October.</p>	To book a space at the conference.	HJ	Complete	Aug 2025
FC/156	<p><u>CORE GRANTS</u></p> <p>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.</p>	<p>To update criteria</p> <p>To update application form</p>	<p>GW</p> <p>GW</p>	<p>Complete</p> <p>Complete</p>	<p>July 2025</p> <p>July 2025</p>
FC/160	<p><u>TOWN CRIER</u></p> <p>Ludlow Town Council does not approve any sponsorship opportunities or hosting a competition in Ludlow.</p>	To update Town Crier.	GW	Complete	July 2025

Full Council

Items to Action

FC/162	<p><u>TOWN WALLS</u></p> <p>To note the correspondence and to change the Full Council meeting on 8th Sept to have this as a single agenda item.</p>	To arrange single agenda item meeting.	GW / KA	Complete	July 2025
FC/164	<p><u>SCAFFOLDING INSPECTION</u></p> <p>To defer consideration until the requested information is received from Longmynd Consultants Ltd.</p>	Bring to next meeting.	GW	Complete	August 2025
FC/165	<p><u>COMMITTEE MEMBERSHIP</u></p> <p>To approve the amendment of the membership of Policy & Finance Committee to reflect the resignation of Councillor Harris from the committee.</p>	To update matrix and website.	HJ	Complete	Aug 2025
FC/166	<p><u>COMMITTEE RECOMMENDATIONS</u></p> <p>To approve the following recommendations from Policy & Finance Committee on 21st July 2025:</p> <p>POLICY REVIEW</p>	To update P & F Committee Officer.	GW	Complete	August 2025

Full Council

Items to Action

	<p>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.</p> <p>b) Communications Policies</p> <p>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.</p> <p>b) The Communications Policy Task and Finish Working Group membership is Councillors Childs, Cowell, Lyle, Maxwell-Muller, Owen and Scott-Bell</p> <p>CLIMATE ACTION TASK & FINISH GROUP</p> <p>That:-</p> <p>a) The minutes of the Climate Action Task and Finish Group meeting held on the 11th July 2025 be received.</p>			Complete	August 2025
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Full Council

Items to Action

	<p>b) The Climate Action Task and Finish Group recommendations from the 11th July 2025 be approved as follows:</p> <ul style="list-style-type: none"> • 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
FC/173	<p><u>WORK EXPERIENCE</u></p> <p>To approve the request from a local college.</p>	To update college and make arrangements	HJ	Complete	Sept 2025

Full Council

Items to Action

FC Meeting 03.09.2025					
FC/187	<u>INSURANCE RENEWAL</u> <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	Complete	Sept 2025
FC/188	<u>RESOLVED MT/IMM (unanimous)</u> That the Council's listed buildings and civic regalia insurance be renewed with Ecclesatocal 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	To arrange cyber insurance.	GW / LJ	Complete	Sept 2025

Full Council

Items to Action

	proposed amendments back to Council for consideration.				
FC/190	<p><u>RESOLVED MT/IMM (unanimous)</u></p> <p>That the Council's motor insurance be renewed 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.</p>	To renew motor insurance.	GW / LJ	Complete	Sept 2025
FC/193	<p><u>COMMITTEE MEMBERSHIP</u></p> <p><u>RESOLVED DL/KC (unanimous)</u></p> <p>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.</p>	To amend and update committee membership.	HJ	Complete	Sept 2025
FC/194	<p><u>SCAFFOLD ASSESSMENT</u></p> <p><u>RESOLVED DL/TG (unanimous)</u></p>	Instruct Longmynd Consultants.	GW	Complete	Oct 2025

Full Council

Items to Action

	That the £540.00 quotation from Longmynd Consultants Ltd to assess the scaffolding surrounding the substation be approved.				
<u>FC Meeting</u> <u>08.09.2025</u>					
FC/204	<u>LEGAL ADVICE</u> 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>		GW	Complete	

Full Council

Items to Action

	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.				Sept 2025
FC/220	<u>RESOLVED DL/KC (unanimous)</u> That membership of the Task & Finish Group is Councillors Childs, Ginger, Hepworth, Lyle, Owen, Scott-Bell. Tapley, and Taylor.		GW	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	Complete	Sept 2025

Item 11.

**SHROPSHIRE COUNCIL DEVOLUTION OF
SERVICES**



NATIONAL & LOCAL DEVOLUTION UPDATE

Report No. FC/25/22

**Full Council
20th October 2025**

1. INTRODUCTION

- 1.1 This report looks at the two strands of devolution that are happening simultaneously at the national and the local level; and identifies possible actions for Ludlow Town Council.

2. RECOMMENDATION

- 2.1 To authorize the town clerk to sign and return the MOU with Shropshire Council.
- 2.2 To inform Shropshire Council that Ludlow Town Council are interested to discuss 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
- 2.3 To inform Shropshire Council that Ludlow Town Council does not at present consider itself able to consider supporting the following services, but is nonetheless concerned about the provision of the following services:
- Ludlow Library
 - Teme Leisure
 - Youth Services

	<ul style="list-style-type: none"> • Support for Ludlow Musuem
2.4	To share the response to the government Town and parish consultation with Shropshire Council.
2.5	To create a Devolution Task and Finish Group, appoint membership, and their first task is to draft terms of reference for approval by Full Council.

3. **NATIONAL DEVOLUTION**

- 3.1 **The English Devolution and Community Empowerment Bill** (also called the Devolution Framework bill) is proposed legislation in England which aims to shift more power and decision-making from central government to more local levels.

Some of its key objectives (and features) are:

- **Devolution structures:**
It introduces a new category called Strategic Authorities, which are bodies (like combined authorities, combined county authorities, or in some cases single councils) that will be able to receive devolved powers from central government.
- **Governance changes:**

Local government reorganisation (for example, moving to unitary authorities in some places) is enabled or made easier in the bill.

Changes to how councils are governed (their decision-making structures) are proposed; for instance, phasing out certain committee systems in favour of a leader & cabinet model.

Transport, planning and economic powers:
Strategic Authorities and mayors are to have more powers in areas like transport, housing planning, economic development, regeneration, and growth planning.

Neighbourhood governance / local voice:
There are provisions aimed at giving neighbourhoods more say in decision-making (through neighbourhood governance structures) and making sure local authorities facilitate this. Also, extending community rights over assets (for example giving community groups new opportunities or priority to acquire assets of community value).

Audit & accountability:
Reforming the local audit regime – creating a new Local Audit Office to oversee audits of local government bodies and streamline/reporting etc.

Commercial / property rights:

Changes around business tenancies (commercial leases), giving communities rights (for example “Community Right to Buy”) when assets are up for sale, as well as possibly reforming lease-clauses etc.

3.2 Why it’s Relevant to a Town Council

A town council is the most local tier of government in many parts of England. While the Bill mostly focuses on Strategic Authorities and principal councils, there are several ways town councils may be affected, and opportunities to influence things:

Area of impact	Possible changes or opportunities for town councils
Neighbourhood governance	The Bill requires local authorities to establish neighbourhood governance mechanisms. Town councils could be central to this: they might be involved in designing these neighbourhood governance structures, given a formal role in them, or benefit from more local decision-making.
Community asset rights	Town councils or community groups might have greater rights to acquire, manage or protect local assets (e.g. community centres, parks, pubs) under the strengthened rights in the Bill. If an asset is nominated as being of community value and is being sold, community bodies could have priority.
Influence over strategic planning	Although strategic powers (transport, housing, growth) are largely being handed to Strategic Authorities or combined authorities, town councils may have input or partnership roles especially in “neighbourhood” components of planning, commenting or helping develop Local Growth Plans. This may be a chance to push for local needs and priorities.
Governance & accountability	New audit regimes might affect the oversight of town councils; there may be more expectations of transparency, or new regulatory or reporting requirements. Also, changes to how larger councils are structured might indirectly affect how town councils interact with them.
Risk / change	Some potential risks or challenges: If local government reorganisation occurs, boundaries change, or services move up to or through Strategic Authorities, town councils could find that partners change, or that their influence is diluted if powers centralise under larger authorities. Also, resource pressures: even if town councils gain new responsibilities, they may need funding or capacity to take them on.

What Town Councils Could Think About / Do

To get ahead and make the most of the Bill, a town council might consider:

1. Getting involved in consultations / evidence calls: The Bill is going through Parliament, and there are likely consultations, calls for evidence. Town councils should engage, submit views especially on neighbourhood governance, community asset rights.
2. Liaise with principal councils: Work with district/borough and county councils to understand how Strategic Authorities might affect the local governance structure; ensure town council interests are represented.
3. Audit preparedness: Review current governance, financial reporting etc. to ensure compliance with forthcoming changes.
4. Asset mapping: Identify community-assets (centres, land, buildings) that might be of value, that could be nominated under community rights, etc.
5. Local priorities: Think about what local services / projects a town council might want more control over — transport, planning comments, environment etc — so that when devolved powers are negotiated locally you are ready to make the case.

Context in Ludlow

- Shropshire already has a unitary council (Shropshire Council).
 - Ludlow Town Council is the parish/town tier of government, responsible for markets, some open spaces, local amenities, events, and representing local people.
 - Shropshire Council (the principal authority) holds the statutory powers like planning, housing, highways, social care, etc.
 - The Bill is focused on creating Strategic Authorities and neighbourhood governance structures, which sit above and below the current principal authority level — so Ludlow sits in an interesting position.
- 3.3 The situation is evolving, which means that the potential opportunities for town councils are not established, and this is underlined by an illuminating insight to central government thinking, which was provided by Lizzy Hawkins, Deputy Director for Communities Governance and Institutions in the Ministry for Housing, Communities and Local Government attended the SLCC National Conference on 14th October 2025.

She explained that local boards are being set up as pilot schemes for neighborhood governance through the Pride in Place program. These boards are funded by government and do not include town and parish councils.

Lizzy stated that the local boards are not seen as an alternative to town and parish councils, they are viewed as organisations directly connected to and funded by central government. She recognized that the local boards, are new groupings of local people, and do not have any experience in local governance, so would need training and support to help them be effective.

She explained that there are no plans to make direct government funding available to town and parish council because they are able to raise funds through their precepts.

- 3.4 The government has made a direct call for evidence to Town and Parish Councils. Ludlow Town Council has responded to a Central Government Call for evidence of effective local authority-led neighbourhood governance by town and parish councils. Their questions and LTC's responses is **APPENDED** to this report.

4. LOCAL DEVOLUTION

- 4.1 **Shropshire Councils financial position is uncertain** on the 9th October they reported that their financial position had deteriorated further, with the local authority now projecting a massive £35.5 million overspend by the end of the financial year.

The latest Financial Monitoring report (Period 5, 2025/26), published ahead of a Cabinet meeting next Wednesday, 15 October, reveals the council is now forecasting it will exceed its available resources by £1.25 million. This is an increase of roughly £300,000 since the previous monitoring period.

Section 114 Warning Looms

The council, which declared a financial emergency last month, is now facing the very real possibility of having to issue a Section 114 notice before 31 March 2026.

A Section 114 notice is the last resort for a local authority and would immediately halt all non-essential spending. Critically, it would trigger government intervention, potentially leading to the appointment of commissioners to take control of the council and enforce spending reductions.

The projected £35.531 million deficit is attributed to a combination of rising costs for essential services—particularly social care, which accounts for nearly 75% of the budget—and unachieved savings targets set by the previous administration.

Confidence in Avoidance

Despite the stark figures, the current Cabinet and council officers remain confident that issuing a Section 114 notice can be avoided through continued action. The council has already implemented several controls to limit spending across the organisation.

Councillor Roger Evans, Cabinet member for finance, stressed the gravity of the situation:

“We are continuing to forecast spending more money than is coming in. Although we are slightly comforted by the fact that this isn’t a huge amount more than we were predicting at the end of period 4, it’s something that we need to get under control now.”

Councillor Evans highlighted the inherited challenges: “We inherited this budget from the previous Conservative administration and the savings they failed to make. We have been working hard since May to put in place a number of measures to stop all non-essential spend and reduce essential spend.”

Borrowing and Fairer Funding

The council is preparing for “difficult decisions” in the coming weeks and is already in talks with the Ministry of Housing, Communities and Local Government (MHCLG) to seek Exceptional Financial Support (EFS). This would allow the council to borrow money to maintain services into the 2026/27 financial year.

Councillor Evans remains cautiously optimistic: “I’m confident that we can balance our budget by the end of this financial year. And at the same time we are working through plans to become a sustainable council... but it won’t be easy.”

He also echoed concerns shared by many rural authorities, blaming the crisis partly on a “lack of Government funding” which “fails to account for additional cost of delivering essential services over a large, sparsely populated area.”

The council vows to continue lobbying for fairer funding allocations that genuinely reflect the needs of rural authorities while remaining determined to reduce spending and avoid the issuing of the Section 114 notice.

- 4.2 **Ludlow Town Council is concerned about local services in Ludlow** and is considering what it can do to help the town.

Due to lack of information from Shropshire Council, there is uncertainty regarding the extent of support that local services might need from the town council.

The discussions to bring more clarity will need to be phased to manage the preparatory and due diligence workload effectively, Shropshire Council have indicated that the services they would like to discuss with town and parish councils are:

Services Proposed for Devolution

- 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

Excluded services (due to statutory or technical complexity):

- Street works permitting
- Strategic road network management
- Rights of way management

Other Services affect could include:

- Ludlow Library
- Teme Leisure
- Youth Services
- Play Areas
- Support for Ludlow Musuem

- 4.3 Shropshire Council has recently reached out to town and parish councils with a Memorandum of Understanding (MOU) is **APPENDED** to this report.

Shropshire Council said:

Dear Town and Parish Councils

As you will recall, Shropshire Council's Deputy Leader, Alex Wagner, and Chair of Transformation and Improvement Overview and Scrutiny Committee, David Minnery, reached out to you in June 2025 to get your views on resetting our relationships as we look to work more closely in true partnership for the benefit of our local communities.

I know that Alex and David have been humbled by the responses so far and, where you have suggested a willingness for further discussions, we will be

contacting you in the near future to make arrangements and are looking to set a new policy aimed at working in closer partnership.

In the meantime, we have been working with colleagues at Shrewsbury Town Council, with whom we already have an existing working relationship on issues including street maintenance, to produce a Memorandum of Understanding (MoU) to set out a clear framework in which to move forward successfully.

The MoU is not a legal document but more a formal agreement of how we want to work together in mutual respect, trust, and transparency, as equal partners from the very beginning.

It is a template document that we can sign together to symbolise our commitment going forward. It is intended to set a basis of collaborating that we recognise may eventually reach different outcomes for different areas, but which we hope can provide solutions for both the sparsest most rural parish and the largest market town.

If you would be happy to sign up to the document, then please respond to me and we will work with you to make the necessary arrangements.

We are excited by what we can achieve together and hope you will see this as a helpful first step to resetting our relationship and working as equals. We remain ready to listen.

Next Steps for Implementation:

We recognise that financial considerations will vary between councils depending on their size, precept levels, and existing commitments. At this stage, the focus is on understanding local priorities and the potential appetite for taking on specific services, rather than setting detailed financial arrangements. Any future proposals would need to be developed collaboratively, supported by transparent information on current expenditure and service costs, so that councils can make informed decisions about what is viable within their local context.

To support planning and next steps, we'd be grateful if any councils that have not yet responded could do so **by Friday 17 October 2025**. This will ensure that all interested Parishes are included in the initial phase of discussions, as we'll need to progress arrangements based on the responses received by that point.

Following the signing of the Memorandum of Understandings (MoU), we are beginning to prioritise the work. To support effective decision making, we have established Operations Boards and a Member Board. These boards will oversee the prioritisation and the delivery of the work.

- T&P councils are not required to attend the operations boards, but updates and relevant decisions will be communicated regularly.
- We will ensure that all councils have visibility of progress, key decisions, and opportunities for input where appropriate.
- Further guidance on timelines, priorities, and reporting will be shared once the first boards have convened.

Shropshire Council have been informed that our meeting is after their deadline, and an update will be provided as soon as possible.

Town Clerk
October 2025

Implications

Wards Affected (All)

Financial (Unstated)

Health & Safety (Unstated)

Law & Order (Unstated)

Environmental Implications (Unstated)

Survey Responses

1. Do you have examples or evidence of effective local authority-led neighbourhood governance that you think demonstrates best practice? Please provide details.

Ludlow Market

Ludlow Town Council manages Ludlow Market at the heart of the town, taking responsibility for public space while supporting the local economy and community life. The market operates every Monday, Wednesday, Friday, and Saturday throughout the year, with additional trading on most Thursdays and Sundays. A café with outdoor seating provides a popular meeting place, helping to build community connections.

The market is not only a centre for local commerce but also a hub for collaboration. The Ludlow Chamber of Trade hires the space for specialist markets, while Ludlow 21 uses it to host local produce markets. The Town Council also offers free stalls to local charities, ensuring the market supports both economic vitality and social inclusion. By actively managing the market, the council strengthens local partnerships and enhances the vibrancy of the town centre.

Events Square – Community Events and Street Trading

Events Square, located beside Ludlow Market and outside Ludlow Castle, is formally managed by Shropshire Council as part of the highways network. However, through devolved agreements, Ludlow Town Council holds powers to issue **street trading consents** and **community event permits** for the space.

This local control allows the council to create a lively town centre by welcoming street traders and hosting small-scale community events such as vintage car shows, charity fundraisers, and outdoor festivals. The council also coordinates the safe setup and takedown of larger events in the Castle, such as the Food Festival and Ludlow Live Concerts, by managing access to the square. In this way, devolved powers enable the council to balance local priorities, economic opportunity, and safety.

Ludlow Calendar of Events

Ludlow Town Council produces both print and digital calendars of the town's major events. While primarily a promotional tool to attract visitors, the calendar is also shared with Shropshire Council to help plan road closures and schedule large-scale works in ways that minimise disruption to residents and businesses.

This demonstrates how a simple communication initiative can support coordination between councils, improve event planning, and enhance the visitor experience.

Advocacy for Street Cleaning and Road Closures

Through strong working relationships with Shropshire Council officers, Ludlow Town Council acts as a **local advocate** for residents and businesses. The council monitors extended road closures with on-site photos, shares evidence of disruption, and works directly with event organisers to seek timely solutions.

Businesses also approach the Town Council to press for improved street cleaning, and this advocacy has successfully resulted in more frequent and higher-quality cleaning across the town.

Public Toilets

Ludlow Town Council owns and manages the **public toilets at Castle Street, Smithfield, and The Linney**, ensuring that essential community facilities remain open, safe, and accessible for residents and visitors.

By taking direct responsibility for these services, the council responds to local priorities and supports both tourism and everyday community life.

Play Areas

The council also manages and maintains **play areas at Housman Crescent, The Linney Riverside Park, and Wheeler Road**. These facilities provide safe, well-kept spaces for children and families, encouraging active lifestyles and community use of public land.

Investment in play areas is guided by local consultation and reflects the council's commitment to neighbourhood wellbeing and inclusive access to green spaces.

Henley Road Cemetery

Ludlow Town Council is responsible for **Henley Road Cemetery**, managing the site with sensitivity to community needs and traditions. The council ensures the cemetery is well maintained, accessible, and respectful, providing a peaceful environment for remembrance and reflection.

Oversight of the cemetery demonstrates neighbourhood governance in action, where

the council safeguards a valued community asset and delivers services that directly affect residents' lives.

Bus Shelter Consultations

While public transport remains the responsibility of Shropshire Council, Ludlow Town Council contributes by providing and maintaining bus shelters. The council has committed to installing one new shelter each year, and importantly, it consults with residents to determine the locations most in need.

This process not only improves local infrastructure but also demonstrates participatory governance in action.

Christmas Lights

Each year, Ludlow Town Council organises the town's Christmas lights, working with electricians, contractors, and the community. Following public consultation, the council is implementing incremental improvements to the display, ensuring that residents' views shape the festive celebrations.

This project highlights how local councils can foster pride of place and community identity.

Sidney Road Town Green

When land owned by a housing group was earmarked for development, the local community expressed a strong desire to retain it as green space. Ludlow Town Council worked with Shropshire Council and the housing group to have the land formally designated as a **Town Green**. The council then assumed responsibility for its upkeep, ensuring the space remains available for recreation and community use.

This is a clear example of neighbourhood governance protecting local assets for the long-term benefit of residents.

Direct Community Engagement

The Town Council hosts Sip and Chat councillor surgeries in gazebos on Events Square to provide residents with updates and listen to their concerns.

Some Cllrs also hold their own individual surgeries on a monthly basis - ensuring residents can engage directly with decision-makers.

Promoting Local Events

The town council **acts as a central hub** through its social media platforms and website sharing and signposting town activities such as events at Ludlow Castle, the Green Festival, the Winter Festival, and smaller community initiatives like Super Sunday Clean-ups and the Repair Café.

Regular Communication

The Town Council publishes a monthly report on council activities in the Local Ludlow magazine, which is distributed to over 8,000 households, **to keep residents informed.**

Supporting Local Heritage

The town council **took responsibility for providing** a home at the Buttercross for Ludlow Museum after Shropshire Council could no longer run the service.

The museum is now delivered under a Memorandum of Understanding (MOU) between the two local authorities.

Commemorating Shared History

The Town Council work in partnership with Ludlow Castle and the Chamber of Trade to provide a free community event inside the Castle grounds.

The event annually provides an evening of entertainment to commemorate and celebrate key historic anniversaries from WWII, such as D-Day and VJ Day, **combining entertainment with shared remembrance to celebrate the town's history and strengthen community bonds.**

2. Do you have any examples or evidence of how neighbourhood governance can help to build leadership and governance capacity of the wider community? Please provide details.

Building Leadership and Governance Capacity

Neighbourhood governance can play a key role in developing leadership and governance skills within the wider community. At Ludlow Town Council, this is evident in how local councillors gain practical leadership experience through participation in task and finish groups, community forums, and partnership initiatives.

Councillors as role models: By leading groups such as the Town Centre Planting Task and Finish Group or participating in community safety forums, councillors demonstrate effective leadership, organisation, and decision-making in action.

Encouraging wider participation: Their active involvement encourages other community members—residents, volunteers, and local organisation representatives—to step forward, participate, and take on leadership roles themselves.

Skill transfer and mentoring: Councillors often mentor volunteers, sharing knowledge about governance processes, project management, and civic responsibilities, helping residents develop confidence and capability to engage in community decision-making.

Sustained community capacity: This approach ensures that leadership skills are not confined to elected members but are spread across the community, creating a wider pool of people able to contribute to neighbourhood governance.

Key point: Neighbourhood governance builds leadership capacity by providing visible examples of civic leadership, offering structured opportunities for engagement, and actively encouraging residents to develop their own governance skills.

3. Do you have any examples or evidence of how neighbourhood governance can most effectively be inclusive and representative of their communities? Please provide details.

Town Centre Planting Task and Finish Group

Ludlow Town Council's Town Centre Planting Task and Finish Group demonstrates how neighbourhood governance can be inclusive and representative:

The group brings together councillors, council officers, and members of the local community, ensuring that decisions about town centre planting reflect a wide range of perspectives and local knowledge.

By actively engaging volunteers from different neighbourhoods and backgrounds, the group ensures that the aesthetic and practical priorities of the wider community are considered.

Residents have opportunities to contribute ideas, participate in planting, and help maintain displays, meaning that the governance process is not just top-down but participatory and community-led.

This collaborative approach helps ensure that the town centre reflects the values and preferences of the community, while also encouraging ongoing engagement and civic pride.

Key point: The Task and Finish Group shows that neighbourhood governance is most effective when it creates structured opportunities for local people to contribute directly, making decision-making both inclusive and representative.

Horticultural and Ecological Volunteering Opportunities

Ludlow Town Council's initiatives, including **Henley Road Helpers** and **St John's Guardians**, demonstrate inclusive and representative neighbourhood governance by:

- **Engaging a broad range of local residents:** Volunteers come from different parts of the town, representing a mix of ages, backgrounds, and interests, which ensures that community perspectives are embedded in decision-making about public spaces.
- **Encouraging direct participation in local environmental stewardship:** Residents actively contribute to maintaining and enhancing green spaces, planting schemes, and ecological projects, making governance tangible and accessible.
- **Providing structured opportunities for involvement:** Both groups have clear objectives and support from the Town Council, so participation is meaningful, and volunteers can influence decisions about local horticultural and ecological priorities.
- **Promoting community ownership and civic pride:** By giving local people a hands-on role in shaping and caring for their neighbourhood, these initiatives foster a sense of shared responsibility and ensure that governance reflects the needs and preferences of the wider community.

Key point: These volunteering schemes are examples of neighbourhood governance that is **inclusive, participatory, and representative**, because they allow residents to actively shape their local environment rather than simply being consulted.

4. What do you consider to be the barriers to effective neighbourhood governance arrangements?

Key challenges include:

- **Limited resources** (staff and funding) restricting initiatives.
- **Resident engagement fatigue**, particularly where previous consultations have not led to visible change.
- **Complexity of coordination** between the town council, Shropshire Council, and local organisations.
- **Digital exclusion**, which can prevent some residents from participating fully.

5. What factors are important to ensure good partnership working with community bodies and town and parish councils within local authority-led neighbourhood governance arrangements?

Good partnership working depends on:

- **Clear roles and responsibilities** between the local authority and community bodies.

- **Mutual respect and trust**, recognising the local knowledge of town councils and community organisations.
- **Shared objectives** and agreed processes for decision-making.
- **Regular, transparent communication** so that progress and outcomes are clear to all stakeholders.

6. Do you have examples of best practice of how neighbourhood governance arrangements can most effectively increase transparency and accountability? Please provide details.

Ludlow Town Council promotes transparency through:

- Publishing **agendas, minutes, and key decisions** online and in public spaces.
- Placing **information about the finances** of the Council on the Council website.
- Including **Public Open Session** at all council and committee meetings to receive information, feedback and concerns from residents.
- Hosting **open forums** about important local issues.
- Providing **regular updates** via newsletters, website, and social media on outcomes and actions.
- Implementing **structured reporting systems** for task groups and partnerships to show how community input influences decisions.

MEMORANDUM OF UNDERSTANDING
BETWEEN
SHROPSHIRE COUNCIL
AND
[XXX town/parish] COUNCIL (“the Local Council”)
FRAMEWORK FOR COLLABORATIVE WORKING

1. Introduction

This Memorandum of Understanding (MoU) is made between Shropshire Council and the Local Council to establish a framework for improved collaborative working on service delivery, to explore the potential for the Local Council to take on additional responsibilities in response to budgetary pressures faced by Shropshire Council and to recognise that such services may often be effectively delivered by the organisation with strong understanding of local needs.

This is a non-legally binding arrangement with a mutually agreed approach, ensuring flexibility in alignment with evolving local government structures.

2. Purpose and Scope

The purpose of this MoU is 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. This agreement does not create legal obligations but reflects a shared commitment to joint working, consistent with national devolution strategies and established Parish and Town Council Charters.

3. Principles of Collaboration

Both councils agree to work together based on the following principles:

- **Openness and Transparency** – where appropriate and lawful to do so engaging in timely and meaningful consultations on policies, strategies, and projects impacting

the local community, with a usual consultation period of six weeks unless mutually agreed otherwise or subject to separate specific legal processes and requirements.

- **Efficiency and Effectiveness** – seeking opportunities to improve service delivery through joint initiatives or delegation of responsibilities.
- **Sustainability** – ensuring that any service changes or transfers are financially viable and beneficial in the long term, in accordance with national devolution objectives.
- **Community-Focused** – prioritising the needs and aspirations of residents through structured engagement and consultation.
- **Respect and Autonomy** – recognising the respective roles and responsibilities of each council while ensuring adaptability to possible future local government reorganisation.
- **Support and Capacity Building** – providing training, resources, and assistance to ensure effective local service delivery.
- **Decision taking** - ensuring both parties make appropriate arrangements to enable required formal decision taking to coordinated timescales

4. Areas of Cooperation

The councils may explore collaboration in, but not limited to, the following service areas:

- **Public Realm Maintenance & Management** – including parks, open spaces, street cleaning, and highways-related functions.
- **Community Engagement and Support** – joint approaches to addressing community needs and supporting local voluntary initiatives.
- **Asset Management and Transfers** – considering opportunities for the Local Council to take on local assets where mutually beneficial, ensuring alignment with devolution frameworks, financial sustainability and service delivery objectives.
- **Leisure and Cultural Services** – enhancing recreational and cultural offerings within the locality of the Local Council .

5. Governance and Decision-Making

Shropshire Council has established:

- A Members Board to oversee the delivery of this work and provide political oversight

- An officer Operations Board to be responsible for managing the delivery of the projects arising from the collaborative working envisaged by this Memorandum of Understanding

The Local Council will provide officer representatives as key contacts in respect of the relevant areas of cooperation identified in 4 above. Those officers will liaise and meet regularly with Shropshire Council nominated officers in accordance with agreed priorities

Both parties will ensure that any service devolution or asset transfer decisions align with national and regional governance expectations, as outlined in devolution frameworks.

6. Financial Considerations

Where services or assets are transferred from Shropshire Council to the Local Council, appropriate financial agreements will be negotiated. These agreements will:

- Ensure that any additional responsibilities taken on by the Local Council can be adequately resourced.
- Assess financial risks associated with service devolution and incorporate safeguards to protect long-term service delivery.
- Align with financial sustainability principles outlined in the national devolution strategy and forthcoming legislation
- Provide transparency in financial dealings, with documented agreements that are regularly reviewed.

7. Monitoring and Review

This MoU will be reviewed annually to assess its effectiveness and make necessary amendments. Either party may propose revisions, and any changes must be mutually agreed upon. A joint monitoring mechanism will be established to track progress and address issues as they arise. The MoU will remain adaptable to reflect any changes in local government structures arising from national devolution policies.

8. Status of the MoU

This MoU is not legally binding but reflects the goodwill and shared commitment of both

councils to work collaboratively in the best interests of the area of the Local Authority and its residents, in line with national devolution principles and best practices from Parish and Town Council Charters.

Should the Councils agree to enter a more formal delegation agreement then they will each seek appropriate decisions in accordance with their respective constitutions and procedure rules and ensure any necessary legally binding agreement setting out the terms of the delegation is concluded.

Execution

This Memorandum of Understanding is executed by the duly authorised representatives of the parties on the dates indicated below. It may be executed in counterparts, each of which shall be deemed an original, and all of which together shall constitute one and the same instrument.

This MoU may be signed and delivered electronically (including by email or scanned copy), and such electronic signatures shall be treated as originals for all purposes.

Each party shall retain one original signed copy of this MoU.

Signed for and on behalf of Shropshire Council

Signature: _____

Name: _____

Position: _____

Date: _____

Signed for and on behalf of [Parish Council Name]

Signature: _____

Name: _____

Position: _____

Date: _____

Appendix 1 Officer Responsibilities

	Shropshire Council s	Local Town Council Officer Leads
Members Board	Alex Wagner (Member Sponsor) David Minnery (O&S Lead) Josh Dickin (Deputy Portfolio Holder) + Officer representation from Operations Board below	n/a
Operations Board	James Walton (Sponsor) Sam Williams (Enabling) Andy Wilde (Infrastructure) Tim Collard (Legal and Governance) Partnerships rep	n/a

	Finance rep Programme Management reps Legal rep Operations Leads (from areas of cooperation below) As required: Insurance, H&S, HR	
Public Realm Maintenance & Management	Juan Hernandez (street scene) Steve Holdaway (highways)	
Community Engagement and Support	???	
Asset Management and Transfers	Steve Law	
Leisure, and cultural services	Grant Wilson	

Item 12.

BUDGET TASK & FINISH GROUP UPDATE



BUDGET TASK & FINISH GROUP UPDATE

Report No. FC/25/23

**Full Council
20th October 2025**

1. INTRODUCTION

- 1.1 This report provides the timetable and notes from the Budget task and finish group and discusses the best way to approach a consultation given the current unavoidable uncertainties.

2. RECOMMENDATION

- 2.1 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
- 2.2 To approve that the budget setting premise of:
Inflation: 3.6%
Interest Rate: 4%
- 2.3 To approve the reorganization of budget lines as identified in the T&F notes.
- 2.4 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.

3. BACKGROUND

- 3.1 The Town Council sets its budget annually to provide the financial structure to support provision of local services and address future financial planning.

4. CURRENT SITUATION

- 4.1 The budget setting timetable and notes from previous meetings are attached to this report as **APPENDICES**.
- 4.2 The unavoidable uncertainties of current situation has been outlined in the devolution of services report. Going forward Shropshire Council, and Ludlow Town Council, in consultation with residents, need to consider the best options for Ludlow.
- 4.3 The town council's consultation needs to be meaningful, and this means making that the town council needs to identify the types of services that it can support and even do better than Shropshire Council because of local knowledge and flexible resources – and this matter has also been addressed in the devolution report.

Town Clerk
October 2025

Implications

Wards Affected (All)

Financial (Unstated)

Health & Safety (Unstated)

Law & Order (Unstated)

Environmental Implications (Unstated)

Proposed Budget Timetable – 2026 /27

Item	Budget Task & Finish Group (T&F)	Recommendations
Initial Budget Planning and Timetable Approval Key changes, issues, strategic priorities	Thursdays 7 th & 14 th August 2025 – 9:30 AM	Notes to inform Draft Budget Consultation and approve timetable To Full Council: 20th October 2025
Core Grant Setting	Thursday 13th October 2025 – 9:30 AM	Full Council: 20th October 2025
Draft Budget Consultation	Drafted by Town Clerk / RFO	Full Council: 20th October 2025
Review: Projects, Investments, Reserves	Tuesday 4th November 2025 – 9:30 AM	Policy & Finance Committee: 1st December 2025
Fee Setting and Service Area Budgets Review	Tuesday 13th November 2025 – 9:30 AM	Services Committee: 26th November 2025
Preliminary Budget Report	Tuesday 18th & Thursday 27th November 2025	Full Council: 8th December 2025
Final Budget and Precept Report	Tuesday 16th December 2025 / Thursday 8th January 2026	Full Council: 19th January 2026

Amended dates are highlighted in blue.

Notes:

- All T&F meetings begin at **9:30 AM** unless otherwise agreed.
- T&F meetings are **working group discussions**—formal recommendations go to relevant committees or Full Council.
- Timeline allows for **public consultation, committee scrutiny, and statutory deadlines** for precept submission.

Notes from First Budget Setting Meeting

On Thursday 7th August 2025 at The Guildhall, Mill Street Ludlow

Date at 9:30 am

1. To elect a Chair

Cllr Taylor and nominated and elected as Chair.

2. Apologies

Apologies were received for Cllr Scott Bell

3. Scope

Agreed scope and objectives of this year's budget-setting process:

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

Devolution Notes:

Feedback from the Shropshire Together Conference and discussion provided the following insights:

- Shropshire Council will have access to a government funded pot of money to help manage service devolution.
- Shropshire Council believe that there is a two-year window (2025/ 26 and 2026/ 27) of opportunity for town and parish councils to work with SC to take on discretionary services.
- This is their preferred option as it could prevent SC issuing a section 114 notice and the government commissioners coming in and shutting down all discretionary services.
- There are examples of significant devolution of service / stepping up in Somerset in Bridgwater, <https://bridgwater-tc.gov.uk/council/finance/> and in Falmouth Cornwall <https://www.falmouthtowncouncil.co.uk/your-council/town-finances/council-annual-return>
- Shrewsbury Town Council has created a Stepping Up Team (8 employees) for street scene services – they consulted on this proposal and received positive responses and increased their precept by approx. 30% - from £1,770,089 to £2,389,594.
<https://www.shrewsburytowncouncil.gov.uk/services/stepping-up-initiative/>

Devolved services in Ludlow could include

- the library,
- leisure centre,
- play areas
- youth services

- street scene cleaning and maintenance.

4. Timetable

The amended timetable to be sent to all member of the T&F - with alternative T&F meeting dates:

- First FC meeting changed from 8th Sept to 20th October.
- 18th September changed to Monday 13th October.
- 11th November changed to Thursday 13th November.

5. Review of Current Year Financial Performance

The budget report is in month four and in-depth analysis of the budget will be undertaken when more financial information is available.

6. Review of Previous Year

High level review: the budget generated a £248,000 surplus for reserves. In general, there was a 10% accrued excess in most budgets – totalling approx. £80,000.

7. Reserves Position

- EMRs to be aligned with updated projects plan.
- EMR to be aligned with Reserves Policy to be presented at future T&F meeting.

8. Costs for Next Year

- Staffing costs were noted, and that a more nuanced presentation of the published figures would help public perception of the council.

9. Key considerations:

- Published budget presentation needs improvement to ensure it is accessible.
- Known pressures and priorities:
Staffing Costs
Inflation: 3.6%
Interest Rate: 4%
- Consultation to be sent out in Word version to all members.
- Csv file versions of financial reports to be provided to the Chair

Items for next meeting:

- First draft of the 2026 / 27 budget including:
- Contracts and utilities
- Other fixed/essential expenditures
- Anticipated income from grants, fees, charges, precept
- Risks and opportunities

Notes from the Budget-Setting T&F Group Meeting

At the Guildhall, Mill Street Ludlow on Thursday 14th August 2025 at 9:30 am

Attendance: Cllrs Taylor, Lyle, Cowell Owen, and Town Clerk / RFO, Gina Wilding.

The Chair welcomed those present and provided housekeeping information.

Apologies

Cllr Ginger sent his apologies due to pre-arranged a visit with his young daughter.

First draft of the 2026 / 27.

The chair outlined that the first draft budget was a starting point, and the clerk highlighted placeholder figures and assumptions that would be revised and developed as more detailed information became available.

The budget was viewed page by page and following revisions were agreed with the RFO for actioning:

- Mindful of the likely further reductions in interest rates 101/ 1196 was reduced to £75,000.00
- Two extra budget lines to be added to centre 102 so that the employers NI and pension contributions could be separated out of the salaries and wages budget line.
- Acknowledging that the Mayor's Allowance has not been increased in over ten years – to increase 105/4200 to £3,500.00
- The civic regalia budget 105/4210 was reviewed in the light of repairs required to the consort chain and increased to £500.00.
- 105/4216 is the mayor's charity expenditure code – this is to be reviewed in terms of the need to record an income code as well as an expenditure code.
- To introduce a new expenditure budget line for Christmas lights to separate out capital expenditure for new lights from the revenue expenditure for replacing / refurbishing existing lights and hiring plant and contractors for putting up the lights up.
- Check the Mayfair income figure for compliance with terms of the contract.
- Create a new income and expenditure code in centre 302 specifically for memorial benches (maintenance fees to be separated out into an EMR).
- To reduce Toilet Block income 303/1174 to £5,000.00
- To review Amenities Area code 410/4222 to establish a suitable budget for replacement of tubs and other maintenance costs.
- To amend 411/1075 to show income expectation in new budget and not from EMR.
- A detailed report is required to establish a business case for expenditure from 500/4323.

Format of the consultation

The first draft of the budget consultation has been forwarded to all Budget T&F members so that they can send their suggestions for revisions the clerk by email.

Closed: 10:50 am.

Notes from Budget-Setting T&F Group Meeting

at The Guildhall, Mill Street Ludlow

on Monday 13th October 2025, at 9:30 am

Attended by: Cllrs Cowell, Hepworth, Lyle, Owen, Taylor (Chair), Scott-Bell and town clerk, Gina Wilding.

Apologies from: Cllrs Gill, and Ginger.

NOTES

Core Grant Applications: To seek the information indicated below from the applicants and make the recommendations listed below to FC.

Date received	Organisation	Amount Requested for 26-27	Provided financial docs	Reason for Grant	Information requested and Funding Recommendation
23/09/2025	South Shropshire Youth Forum	£2,000.00	Yes	For continuation of the Ludlow Garden Help Scheme - school summer holiday project 2026	Requested breakdown of project costs, and clarification of local people regarding numbers from Ludlow. No specific recommendation.
03/10/2025	Ludlow Town Band	£1,050.00	Yes	Hire of rehearsal space, PLI, uniforms for new members, sheet music	Recommend full amount: £1,050.00
06/10/2025	Ludlow Town FC	£4,000.00	Yes	Defray the cost of new goals already purchased	Suggest resubmission of an alternative proposal because retrospective funding is not permitted within the criteria.

08/10/2025	Ludlow Assembly Rooms	£5,000.00	Yes	1. to equip an existing space at Ludlow Assembly Rooms (LAR) as a computer gaming room for young people.	<p>The grant conditions state that the maximum amount that any organisation may apply for is up to £5,000.00.</p> <p>In the light of this information, to request that LAR revisits its applications and revises them accordingly.</p>
08/10/2025	Ludlow Assembly Rooms	£5,000.00	Yes	2. funding to support the planned 2026 Ludlow History Festival. This will be a week-long event in August 2026.	<p>The grant conditions state that the maximum amount that any organisation may apply for is up to £5,000.00.</p> <p>In the light of this information, to request that LAR revisits its applications and revises them accordingly.</p>
08/10/2025	Ludlow Assembly Rooms / VIC	£5,000.00	Yes	3. to support Ludlow's Visitor Information Centre (VIC) housed at Ludlow Assembly Rooms.	<p>The grant conditions state that the maximum amount that any organisation may apply for is up to £5,000.00.</p> <p>In the light of this information, to request that LAR revisits its applications and revises them accordingly.</p>

10/10/2025	Pentabus Theatre	£5,000.00	Yes	Funding to support the delivery of Pentabus Youth Theatre (PYT) during 2026/2027, based at Ludlow Assembly Rooms.	No further information required. The requested amount seems disproportionate to the funds held by the organisation and £2,500 grant is recommended.
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Draft Budget Consultation: To defer until more information is available from Shropshire Council and consider including clusters approach to delivering local community services. Supply link to the previous budget information.
<https://www.ludlow.gov.uk/news/budget-consultation-2025-26->

Matrix for EMR:

- To add a column to relate EMRs to the Project Action Plan.
- Update to highlight if any EMRs are redundant.
- Update to include existing quotes

Next meeting: 9:30 am on 4th November 2025. To review projects, Investments and Reserves.

Item 13.

CORE GRANTS

Core Grant Applications: To seek the information indicated below from the applicants and make the recommendations listed below to FC.

Date received	Organisation	Amount Requested for 26-27	Provided financial docs	Reason for Grant	Information requested and Funding Recommendation
23/09/2025	South Shropshire Youth Forum	£2,000.00	Yes	For continuation of the Ludlow Garden Help Scheme - school summer holiday project 2026	Requested breakdown of project costs, and clarification of local people regarding numbers from Ludlow. No specific recommendation <i>Breakdown provided and added to application.</i>
03/10/2025	Ludlow Town Band	£1,050.00	Yes	Hire of rehearsal space, PLI, uniforms for new members, sheet music	Recommend full amount: £1,050.00
06/10/2025	Ludlow Town FC	£4,000.00	Yes	Defray the cost of new goals already purchased	Suggest resubmission of an alternative proposal because retrospective

					<p>funding is not permitted within the criteria.</p> <p><i>Amended application and quote for LED lighting for their pitch to follow by email 16/10/25.</i></p>
08/10/2025	Ludlow Assembly Rooms	£5,000.00	Yes	1. to equip an existing space at Ludlow Assembly Rooms (LAR) as a computer gaming room for young people.	<p>The grant conditions state that the maximum amount that any organisation may apply for is up to £5,000.00. In the light of this information, to request that LAR revisits its applications and revises them accordingly.</p> <p><i>WITHDRAWN</i></p>
08/10/2025	Ludlow Assembly Rooms	£5,000.00	Yes	2. funding to support the planned 2026 Ludlow History Festival. This will be a week-long event in August 2026.	<p>The grant conditions state that the maximum amount that any organisation may apply for is up to £5,000.00. In the light of this information, to request that LAR revisits its applications and revises them accordingly.</p> <p><i>WITHDRAWN</i></p>

08/10/2025	Ludlow Assembly Rooms / VIC	£5,000.00	Yes	3. to support Ludlow's Visitor Information Centre (VIC) housed at Ludlow Assembly Rooms.	The grant conditions state that the maximum amount that any organisation may apply for is up to £5,000.00. In the light of this information, to request that LAR revisits its applications and revises them accordingly.
10/10/2025	Pentabus Theatre	£5,000.00	Yes	Funding to support the delivery of Pentabus Youth Theatre (PYT) during 2026/2027, based at Ludlow Assembly Rooms.	No further information required. The requested amount seems disproportionate to the funds held by the organisation and £2,500 grant is recommended.

SOUTH SHROPSHIRE YOUTH FORUM

ANNUAL CORE BUDGET GRANT APPLICATION

Applications must be submitted by 4pm – Friday 10th October 2025

CONTACT DETAILS

Name of Group/Organisation

South Shropshire Youth Forum

Address

Clee Hill Recreation Rooms, 22a High Street, Clee Hill

Post Code: SY8 3LZ

Email: richssyf@yahoo.com

Tel No: 077100863975

Contact Person

Title: Mr

First Name: Richard

Surname: Morley

Position held in Group: Chief Officer

AIMS AND PURPOSE OF YOUR COMMUNITY GROUP

Charity Registration Number

1068321

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

VAT Registration Number (if applicable)

N/A

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

South Shropshire Youth Forum (SSYF) is a not for profit registered charity, set up in 1998 to help young people aged 9-21 in South Shropshire. SSYF's mission is to encourage and motivate young people to become committed to their own development and ensure their needs are represented in the communities in which they live.

SSYF are financed through various means mainly through grant applications, being commissioned for youth work and consultations, and donations.

ANNUAL CORE BUDGET FUNDING 2026/ 27

How many people are in your group/organisation?

We currently have 7 trustees a small group of volunteers. Paid staff include one full time youth worker, and part time staff

HOW WILL THE FUNDING BE USED?

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

For continuation of the Ludlow garden help scheme. Delivery will take place during the next School Summer holidays (2026). We will recruit up to 10 young volunteers who will help to deliver sessions to assist local people in need. This is a diversionary project designed to offer young people to do something positive in their area. The youth have expressed, through SSYF peer led consultations, issues caused by the complexity of rural living

1. distance, isolation, small numbers of young people,
2. problems of reduced educational and leisure choices.
3. limited socialising with peers
4. low opinion of where they live

This project aims to engage local young people, teach them new skills and gives them a sense of community and pride whilst helping other people in real need. A consequence or outcome of this is the fact that young people will feel as if they can benefit/serve their local community and increase their sense of belonging and pride in their achievements.

Total cost of project £3,000. Includes staff support time, dealing with referrals, providing lunches, equipment, insurance. 6 full days delivered over the School Summer holidays, and a post project reward 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.

We will recruit up to 15 young volunteers who will help to deliver sessions to assist local people in need. Approximately 6 local residents (gardens) will be directly supported with practical help throughout the School summer holidays in 2026. Indirectly the project will help many more.

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.

Financial year that funding will cover:

2025 - 2026

Desired grant from Ludlow Town Council*

£2,000

ANNUAL CORE BUDGET FUNDING 2026/ 27

***The maximum per application is £5,000**

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

Name of Account:-

South Shropshire Youth Forum Limited – number two account

Sort Code:-

— —

53-81-18

Bank Account No:-

03558908

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

None secured. We will reapply to Tesco's Stronger Starts scheme. This year we received £1,000 although grants can vary from between £500 to £1,500 depending on the votes received.

We will also seek other sources of funding. Any additional money will go into expanding the scheme, meaning we can offer more sessions and help more local people.

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

Seek alternatives, but this will take more time and resources, and there is no guarantee.

The future of the project may be in jeopardy

Previous applications

Please give details of all grant applications made by your organisation to Ludlow Town Council, whether successful or not, in the last five years (include Project Support Grants and Annual Core Grants).

We have had awards from Ludlow Town Council over the past 5 years as follows:

2025-26 £1,000

2024-25 £2,000

2023-24 £2,000

2022-23 £1,500

21-22 £1,000 (through Ludlow Youth partnership)

ANNUAL CORE BUDGET FUNDING 2026/ 27

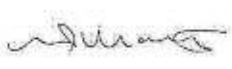

DECLARATION

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 (Person submitting form)		R Morley	Date: 19.9.25
Signature 2 (Chairperson or senior representative of the Management Committee)	M Furniss		Date: 20.9.25

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

ANNUAL CORE BUDGET FUNDING 2026/ 27

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.

ALL APPLICATIONS FOR FINANCIAL ASSISTANCE ARE CONSIDERED ON THEIR INDIVIDUAL MERITS.

APPLICATIONS ARE CONSIDERED ANNUALLY AT THE FULL COUNCIL MEETINGS HELD IN SEPTEMBER OR OCTOBER.

IN ORDER FOR YOUR APPLICATION TO BE CONSIDERED IT WILL NEED TO BE RECEIVED NO LATER THAN *4pm – Friday 10th October 2025*

Completed application forms and supporting information should be returned to:

Gina Wilding, Town Clerk,
Ludlow Town Council,
The Guildhall, Mill Street, Ludlow, Shropshire. SY8 1AZ.
Tel: 01584 871970
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. 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.

ANNUAL CORE BUDGET FUNDING 2026/ 27

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.

Company registration number: 03476766

Charity registration number: 1068321

South Shropshire Youth Forum

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 March 2024

South Shropshire Youth Forum

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South Shropshire Youth Forum

Reference and Administrative Details

Chairman

Mandy Furniss

Robert Bluett

Secretary

Richard Morley

Charity Registration Number

1068321

Company Registration Number

03476766

Registered Office

c/o Clee Hill Recreation Rooms
22a High Street
Clee Hill
Ludlow
Shropshire
SY8 3LZ

Independent Examiner

Ms Kaye Nicola Richardson
31 Woodbury Close
Callow Hill
Redditch
Worcestershire
B97 5YQ

South Shropshire Youth Forum

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 March 2024.

Objectives and activities

Objects and aims

The Charity's objectives are to assist and educate young people in South Shropshire and the surrounding area (the area of benefit) in particular but not exclusively by the provision of vocational training, an information and advice centre and other such services calculated to develop their physical and mental capacities in order that they may grow to full maturity as individuals and members of society and that their conditions of life may be improved.

SSYF aims to support young people through the transition to adulthood. It offers a variety of projects, activities and themes that are delivered to help address and support the needs of young people in the district.

Objectives, strategies and activities

The following paid staff carried out SSYF activities in the period 2023/24:

3 Sessional Youth Workers, self-employed occasional staff, a Part-time Finance and Administration Officer, a Part-time Infrastructure Support Officer, a part time youth leader, and a Full-time Chief Officer.

Public benefit

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Use of volunteers

SSYF also relies on a committed group of volunteers, working alongside paid staff, to fulfil its aims and objectives.

South Shropshire Youth Forum

Trustees' Report

Achievements and performance

Activities in the year up to 31st March 2023 and further into 2024 have included:

YOUTH WORK

Weekly youth sessions at Bishop's Castle, Cleobury Mortimer, Craven Arms and Ludlow. We work with schools, more recently in Bishop's Castle Community College, Bishop's Castle Primary School, Stokesay Primary, Church Stretton Secondary and Cleobury Primary School.

COMMUNITY AND DIVERSIONARY PROJECTS

We help represent the views of young people at partnership meetings and on a local strategic planning level. We feel that the views of young people should be heard, especially as they often feel they are unrepresented and not part of their community. More recently we have delivered and hosted Youth Conferences in South Shropshire and this has been an effective way of communicating the needs of young people.

Diversionary projects are delivered to engage young people in their own free time (usually holiday periods). Young people have developed their own ideas and so projects such as the Ludlow Garden Help Scheme has become established.

HERITAGE BASED ACTIVITIES

Activities based in the Shropshire Hills Area of Outstanding Natural Beauty (now National Landscape) including Young Rangers and Young Rangers Outreach projects in Secondary Schools. We have delivered over 10 years of activity including woodland restoration, bush craft, practical conservation, outdoor adventure, and rural skills training.

INFRASTRUCTURE SUPPORT

SSYF provide a South Shropshire Youth Network for any organisations that work or aspire to work with young people. The network officially ran until May 2024.

GENERAL VOLUNTEERING OPPORTUNITIES

The Youth Forum provides opportunities for supported placements within the community or within the youth projects so people can apply their skills.

Financial review

Policy on reserves

SSYF has a policy to hold in reserve an amount to cover winding up costs if the charity were to close. This would include amounts to cover staff redundancy, rent in lieu of notice, amounts that would be due on contracts for the hire of office equipment, and for legal and professional fees.

Principal funding sources

Income sources have diversified and now includes money from grant applications, fundraising activities, donations, partnership agreements and service level agreements with other local organisations.

South Shropshire Youth Forum

Trustees' Report

Plans for future periods

Aims and key objectives for future periods

Our unofficial 'strategic' business plan has been developed by staff and Trustees over recent years. This includes the following strategic goals:

Maintaining existing services despite a challenging funding environment - SSYF needs to continue to develop diverse funding streams and through its partnerships, in recent years, has had other organisations buy in the youth services that we can provide. The Youth Forum needs to continue to raise its profile through publicity and marketing. It's website and social media sites need to be updated on a regular basis.

Expand our services, projects and activities offer for young people in South Shropshire - The Youth Forum needs to build capacity to achieve this. It has found a new registered office base and has been actively recruiting new trustees who can help fill the skills gap. Funding for additional staffing is a priority so the Youth Forum can build its capacity to deliver more activities and have the necessary admin support to monitor finances and evidence for grant applications. Securing significant funding will enable the Youth Forum to buy in resources it needs to expand the services it delivers. SSYF needs to target specific national and local funders through partnership working and to identify other funders who would support the work we do.

Expand collaborative partnership working - The Youth Forum needs to continue to look for opportunities for partnership working. This will enable us to develop schemes and projects that will benefit our clientele. It has been the strength of the organisation to see gaps in provision and look at where opportunities can be created. Focus should remain (although not exclusively) on the 'hard to reach' young people.

Develop a mixed economy approach to funding - SSYF, has, until recent years; been existing hand to mouth. It has been developing other means to get the necessary resources it requires to operate and to be less reliant on grants. Fundraising activities, for example, has increased in recent years and has given the Youth Forum much needed 'unrestricted' funds. These 'unrestricted' funds enable the Youth Forum to get match funding for bid applications and to projects where they are most needed. This situation has improved recently with SSYF being Ludlow Mayor's charity. This has enabled us to build our 'unrestricted' funds.

Review local needs and refocus SSYF to meet them - consultation with young people is ongoing, the organisation can only respond to the needs of young people if it has a grasp of current trends within the locality and within youth culture as a whole. As the Youth Forum is an advocate of young people maintaining local partnerships are also vital. The new youth consultations and network partnership have been a big help in understanding needs and priorities. Organisations and communities need to be made aware of the changing needs of young people in the area.

As always, the staff and trustees of the SSYF are committed to ensure that the organisation completes its agreed programme, operates within the scope of its business plan, and builds on its financial position during the forthcoming financial year. It still remains though that managing cash flow and the budget on limited resources are an important priority for our organisation.

South Shropshire Youth Forum

Trustees' Report

Trustees and officers

The trustees and officers serving during the year and since the year end were as follows:

Trustees:

Mandy Furniss

Jack Martin

Amy Webb

Robert Bluett

Matthew Reeve

Sandra Edwards

Diane Lyle (appointed 20 March 2024 and resigned 6 November 2024)

Chairman:

Mandy Furniss

Robert Bluett

Secretary:

Richard Morley

Structure, governance and management

Nature of governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of trustees

Recruitment of new trustees is ongoing. We have recruited (and lost) trustees throughout the year. The process now includes the completion of a written application form, an informal meeting with paid staff and volunteers, and taking part in an interview with the Chief Officer and trustees. The main recruitment drive though is through word of mouth.

Induction and training of trustees

All new trustees undergo induction and training to ensure that they can participate fully in the new role.

South Shropshire Youth Forum

Trustees' Report

Organisational structure

The Board are the governing body of South Shropshire Youth Forum (SSYF) and they retain responsibility for controlling the management and administration for the organisation. The Board have collective responsibility for the charity and ultimate responsibility for directing its affairs, ensuring that it is solvent and well-run, and delivering the charitable outcomes for the benefit of the public for which it was set up.

A now part time Chief Officer is responsible for the day-to-day management of the organisation. A new Infrastructure Support worker is now in post to support the organisation and external voluntary sector groups and organisations.

SSYF paid staff and volunteers carry out SSYF activities in accordance with its charitable aims.

Wider Network

SSYF belongs to a variety of local networks across South Shropshire and with the advent of the Unitary Authority in April 2009 has endeavoured to make links across the wider South Shropshire area. New opportunities have arisen through the new Infrastructure Support programme.

Relationships with related parties

Related Parties

SSYF works alongside a wide range of organisations including Town Councils, Shropshire Council, Hereford Diocese, Shropshire Hills Area of Outstanding Natural Beauty Partnership, National Trust, Shropshire Wildlife Trust, Grow Cook Learn, Wild About Westhope, Titterstone Cleve Heritage Trust, Hands Together and local schools and colleges.

Financial instruments

Objectives and policies

The charity's activities expose it to a number of financial risks including credit risk, cash flow risk and liquidity risk. The use of financial derivatives is governed by the charity's policies approved by the board of trustees, which provide written principles on the use of financial derivatives to manage these risks. The charity does not use derivative financial instruments for speculative purposes.

Statement of trustees' responsibilities

The trustees (who are also the directors of South Shropshire Youth Forum for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". The report and accounts have been prepared in accordance with the provisions in the Companies Act 2006 relating to small companies.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 its income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;

South Shropshire Youth Forum

Trustees' Report

- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.


The trustees are responsible for keeping proper accounting records that can disclose with reasonable accuracy at any time the financial position of the charitable company 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Small companies provision statement

This report has been prepared in accordance with the small companies regime under the Companies Act 2006.

The annual report was approved by the trustees of the charity on 27 November 2024 and signed on its behalf by:

Signed by:

.....
Richard Morley
Company secretary

South Shropshire Youth Forum

Independent Examiner's Report to the trustees of South Shropshire Youth Forum ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2024.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the accounts. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently I express no opinion as to whether the accounts present a 'true and fair' view and my report is limited to those specific matters set out in the independent examiner's statement.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of South Shropshire Youth Forum as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed by:

C228623E5D454PB:.....
K N Richardson

31 Woodbury Close
Callow Hill
Redditch
Worcestershire
B97 5YQ

27 November 2024

South Shropshire Youth Forum

Statement of Financial Activities for the Year Ended 31 March 2024 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £
Income and Endowments from:				
Donations and legacies	3	33,424	54,197	87,621
Other income		75	-	75
Total income		33,499	54,197	87,696
Expenditure on:				
Raising funds	4	(33,243)	(35,070)	(68,313)
Total expenditure		(33,243)	(35,070)	(68,313)
Net income		256	19,127	19,383
Net movement in funds		256	19,127	19,383
Reconciliation of funds				
Total funds brought forward		3,353	24,861	28,214
Total funds carried forward	11	3,609	43,988	47,597
	Note	Unrestricted funds £	Restricted funds £	Total 2023 £
Income and Endowments from:				
Donations and legacies	3	21,497	60,183	81,680
Other income		27	-	27
Total income		21,524	60,183	81,707
Expenditure on:				
Raising funds	4	(16,980)	(59,334)	(76,314)
Total expenditure		(16,980)	(59,334)	(76,314)
Net income		4,544	849	5,393
Net movement in funds		4,544	849	5,393
Reconciliation of funds				
Total funds brought forward		4,874	17,947	22,821
Total funds carried forward	11	9,418	18,796	28,214

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2023 is shown in note 11.

The notes on pages 12 to 16 form an integral part of these financial statements.

South Shropshire Youth Forum
(Registration number: 03476766)
Balance Sheet as at 31 March 2024

	Note	2024 £	2023 £
Current assets			
Cash at bank and in hand	8	64,743	48,745
Creditors: Amounts falling due within one year	9	(1,200)	(6,541)
Total assets less current liabilities		63,543	42,204
Creditors: Amounts falling due after more than one year	10	(15,945)	(13,990)
Net assets		47,598	28,214
Funds of the charity:			
Restricted income funds			
Restricted funds		19,127	849
Revaluation reserve		24,861	17,947
Total restricted funds		43,988	18,796
Unrestricted income funds			
Unrestricted funds		257	4,544
Revaluation reserve		3,353	4,874
Total unrestricted funds		3,609	9,418
Total funds	11	47,598	28,214


For the financial year ending 31 March 2024 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

South Shropshire Youth Forum
(Registration number: 03476766)
Balance Sheet as at 31 March 2024

The financial statements on pages 9 to 16 were approved by the trustees, and authorised for issue on 27 November 2024 and signed on their behalf by:

Signed by:

.....770B020AB0F248E.....
Mandy Furniss
Chairman and trustee

Signed by:

.....9107A8FC0B34199.....
Robert Bluett
Chairman and trustee

South Shropshire Youth Forum

Notes to the Financial Statements for the Year Ended 31 March 2024

1 Charity status

The charity is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £10 towards the assets of the charity in the event of liquidation.

The address of its registered office is:

c/o Clee Hill Recreation Rooms

22a High Street

Clee Hill

Ludlow

Shropshire

SY8 3LZ

These financial statements were authorised for issue by the trustees on 27 November 2024.

2 Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

The financial statements have been prepared in accordance with 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)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Basis of preparation

South Shropshire Youth Forum meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Income and endowments

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

South Shropshire Youth Forum

Notes to the Financial Statements for the Year Ended 31 March 2024

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Raising funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Depreciation and amortisation

Asset class	Depreciation method and rate
Fixtures & fittings	20% Reducing balance

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

South Shropshire Youth Forum

Notes to the Financial Statements for the Year Ended 31 March 2024

Fund structure

Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

3 Income from donations and legacies

	Unrestricted funds General £	Restricted funds £	Total funds £
Donations and legacies; Donations from individuals	33,424	54,197	87,621
Total for 2024	33,424	54,197	87,621
Total for 2023	21,497	60,183	81,680

4 Expenditure on raising funds

a) Costs of generating donations and legacies

	Unrestricted funds General £	Restricted funds £	Total 2024 £
Allocated support costs	33,243	35,070	68,313
	Unrestricted funds General £	Restricted funds £	Total 2023 £
Allocated support costs	16,980	59,334	76,314
		Allocated support costs £	Total 2024 £
Costs of generating donations and legacies		68,312	68,312
		Allocated support costs £	Total 2023 £
Costs of generating donations and legacies		76,314	76,314

South Shropshire Youth Forum

Notes to the Financial Statements for the Year Ended 31 March 2024

5 Net incoming/outgoing resources

Net incoming resources for the year include:

	2024 £	2023 £
General	257	(1,521)
Restricted	18,517	6,914
	18,517	6,914

6 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses from the charity during the year.

7 Taxation

The charity is a registered charity and is therefore exempt from taxation.

8 Cash and cash equivalents

	2024 £	2023 £
Cash at bank	64,743	48,745
	64,743	48,745

9 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	-	1,113
Other creditors	1,200	5,428
	1,200	6,541

10 Creditors: amounts falling due after one year

	2024 £	2023 £
Other creditors	15,945	13,990
	15,945	13,990

South Shropshire Youth Forum

Notes to the Financial Statements for the Year Ended 31 March 2024

11 Funds

	Balance at 1 April 2023 £	Incoming resources £	Resources expended £	Balance at 31 March 2024 £
Unrestricted funds				
General	3,353	33,499	(33,243)	3,609
Restricted funds	24,861	54,197	(35,070)	43,988
Total funds	28,214	87,696	(68,313)	47,597
	Balance at 1 April 2022 £	Incoming resources £	Resources expended £	Balance at 31 March 2023 £
Unrestricted funds				
General	4,874	21,524	(16,980)	9,418
Restricted funds	17,947	60,183	(59,334)	18,796
Total funds	22,821	81,707	(76,314)	28,214

12 Analysis of net funds

	At 1 April 2023 £	Financing cash flows £	At 31 March 2024 £
Cash at bank and in hand	48,745	15,998	64,743
Debt due within one year	(6,541)	5,341	(1,200)
Debt due after more than one year	(13,990)	(2,566)	(16,556)
Net debt	28,214	18,773	46,987
	At 1 April 2022 £	Financing cash flows £	At 31 March 2023 £
Cash at bank and in hand	35,374	13,371	48,745
Debt due within one year	1,054	(7,596)	(6,542)
Debt due after more than one year	(13,608)	(381)	(13,989)
Net debt	22,820	5,394	28,214

13 Related party transactions

There were no related party transactions in the year.

Certificate Of Completion

Envelope Id: 6AE9BE2F-5A57-4BA1-9448-E498B2EA6788

Status: Completed

Subject: Complete with DocuSign: SSYF - Accounts for signature 31.03.2024.pdf

Source Envelope:

Document Pages: 18

Signatures: 4

Envelope Originator:

Certificate Pages: 2

Initials: 0

Lucy Smith

AutoNav: Enabled

Perrigo Consultants Limited

Envelopeld Stamping: Enabled

Anglo House, Worcester Road

Time Zone: (UTC) Dublin, Edinburgh, Lisbon, London

Stourport-On-Severn, Worcs DY13 9AW

lucy@perrigoconsultants.co.uk

IP Address: 86.148.110.198

Record Tracking

Status: Original

Holder: Lucy Smith

Location: DocuSign

12/6/2024 3:09:11 PM

lucy@perrigoconsultants.co.uk

Signer Events

Mandy Furniss

mandy.furniss@gmail.com

Security Level: Email, Account Authentication
(None)

Signature

Signed by:
Mandy Furniss
77060025972018...

Signature Adoption: Pre-selected Style

Using IP Address: 2.99.47.112

Timestamp

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Viewed: 12/7/2024 9:16:00 AM

Signed: 12/7/2024 9:16:43 AM

Electronic Record and Signature Disclosure:

Not Offered via DocuSign

Kaye Richardson

kaye@perrigoconsultants.co.uk

Security Level: Email, Account Authentication
(None)

Signed by:
Kaye Richardson
02980035505403...

Signature Adoption: Pre-selected Style

Using IP Address: 86.135.37.252

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Signed: 12/11/2024 3:49:54 PM

Electronic Record and Signature Disclosure:

Not Offered via DocuSign

Richard Morley

richssyf@yahoo.com

Security Level: Email, Account Authentication
(None)

Signed by:
Richard Morley
30560025972018...

Signature Adoption: Uploaded Signature Image

Using IP Address: 31.125.11.158

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Viewed: 12/11/2024 3:51:14 PM

Signed: 12/11/2024 3:52:25 PM

Electronic Record and Signature Disclosure:

Not Offered via DocuSign

Robert Bluett

ra.su@mac.com

Security Level: Email, Account Authentication
(None)

Signed by:
Robert Bluett
30560025972018...

Signature Adoption: Pre-selected Style

Using IP Address: 86.163.101.210

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Viewed: 12/11/2024 6:40:27 PM

Signed: 12/11/2024 6:41:59 PM

Electronic Record and Signature Disclosure:

Not Offered via DocuSign

In Person Signer Events

Signature

Timestamp

Editor Delivery Events	Status	Timestamp
Agent Delivery Events	Status	Timestamp
Intermediary Delivery Events	Status	Timestamp
Certified Delivery Events	Status	Timestamp
Carbon Copy Events	Status	Timestamp
Witness Events	Signature	Timestamp
Notary Events	Signature	Timestamp
Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	12/6/2024 3:49:53 PM
Certified Delivered	Security Checked	12/11/2024 6:40:27 PM
Signing Complete	Security Checked	12/11/2024 6:41:59 PM
Completed	Security Checked	12/11/2024 6:41:59 PM
Payment Events	Status	Timestamps



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

South Shropshire Youth Forum

Contact Name/Position held in the Group

Rich Morley – Chief Officer

Address

Clee Hill Recreation Rooms,
22a High Street, Clee Hill,
Nr Ludlow

Telephone No _____ richssyf@yahoo.com _____

Email Address: _____ 07710086395 _____

DETAILS OF GRANT

Amount of Grant Awarded

£1,000

Year that the funding was received for e.g 2020-2021

2025/26

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

For continuation of the Ludlow garden help scheme. Delivery will take place during the next School Summer holidays (2025). We will recruit up to 10 young volunteers who will help to deliver sessions to assist local people in need.

This project aims to engage local young people, teach them new skills and gives them a sense of community and pride whilst helping other people in real need. A consequence or outcome of this is the fact that young people will feel as if they can benefit/serve their local community and increase their sense of belonging and pride in their achievements.

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

NO *(please circle)*

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

NO *(please circle)*

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

The project was delivered finishing Friday 29th August 2025.

The reward activity is yet to be delivered and will probably be run later in the Autumn. As most of the volunteers were from the Rugby club, the reward will be to go and watch a Worcester Warriors game.

We are also waiting for invoices for the meals provided by Hands Together.

COMMENT AND EVALUATION

Number of beneficences supported through the Core Grant.

14 young people volunteered, included 9 boys, and 5 girls aged 11 to 18. The 9 boys volunteered via the Rugby Club who were very supportive of the project. 8 of the group actually resided in Ludlow

6 local residents were assisted and we also helped Working Together and the Baptist Church at the Rockspring centre as they needed some help.

In total at least 20 local people benefitted.

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

A full evaluation has not yet been produced. It will be conducted once we get all the volunteers/beneficiaries to complete an evaluation session. A full report from last year and a short film was produced. Film link: <https://www.youtube.com/watch?v=hKkZwL4xwMc>

Feedback forms from local residents who have completed the feedback forms were extremely positive, and included the following feedback.

'Such a great community service – need more funding to develop – helping to build skills for young people for their future as well'

'Amazing people, very friendly'

'You all worked extremely hard, and have helped me out. Amazing. Big thank you to all'

'A really pleasant, smiley group who worked hard, and left everything tidy'

'It was nice to have the group back again to help me'

Lunches were provided by Hands Together for a small charge, so we helped support another local organisation, and vice versa.

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

We'd love to continue, and I'm sure so would the residents of Ludlow. There is even scope to expand it. This project's future is dependent on finances.

SSYF will request funding from LTC again, with any shortfall met by submitting funding applications elsewhere.

Did you need to raise additional funds?

☒ YES/☐ NO *(please circle)*

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

£1,000 was raised from Tesco's/Groundwork Community scheme
And we also raised £1,000 from the High Sherriff.

Please add any other relevant information, highlights or comment:

Thank you for your support. A full report will follow once all elements of the project are completed.





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 _____ Richard Morley _____

Position _____ Chief Officer _____

Date _____ 19th September 2025 _____

SSYF Budget- Garden project

From Mandy Furniss <mandy.furniss@gmail.com>

Date Tue 14/10/2025 8:24 PM

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

Cc Rich Morley <richssyf@yahoo.com>; Robert Bluett <ra.su@mac.com>

Dear Helen Jones,

I attach below a budget for the garden project as requested.

All the recipients and gardens are in Ludlow itself.

90% of the young people involved live in Ludlow .

100% of journeys made around the town are on foot, carrying equipment.

Young people are given SSYF ludlow garden project polo shirts to wear.

I hope this is sufficient in Rich's absence.

We look forward to hearing from you and being able to continue this inter generational , community project, making a difference to the lives of vulnerable people in Ludlow.

Yours sincerely

Mandy Furniss
Chair
SSYF

Budget- SSYF garden project 2026

Budget heading	cost
Staff costs x 6 days	
Manager- 6hrs a day @£38	1,368
Youth work assistant 5hrs a day @£14	420
Refreshments	
lunch 15 yp @£10 per head	900

Equipment

equipment and materials	150
-------------------------	-----

Reward activity	400
------------------------	-----

Insurance- weekly	40
--------------------------	----

Total Cost	3,278
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LUDLOW TOWN CONCERT BAND

ANNUAL CORE BUDGET GRANT APPLICATION**Applications must be submitted by 4pm – Friday 10th October 2025****CONTACT DETAILS**

Name of Group/Organisation

The Ludlow Concert Band

Address

47 Weyman Road, Ludlow, Shropshire

Post Code:
SY8 1QJ

Email: amanda.reeves@gmx.co.uk

Tel No: 07436928109
01584873418 work

Contact Person

Title: Mrs

First Name:

Amanda

Surname: Reeves

Position held in Group:

Treasurer

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?

We are a musical group comprising of woodwind, brass and percussion instruments. We play for events organised by the Town Council such as Remembrance Sunday and the Mayors Parade as well as charity fundraisers for local organisations and other community events.

We are financed by an annual grant from Ludlow Town Council as well as donations from groups or organisations who ask us to play for them. Civic events and community events organised by the council are not asked to pay a donation as these are done for free, as well as some charity events at the discretion of the Trustees and Musical Director.

ANNUAL CORE BUDGET FUNDING 2026/ 27

How many people are in your group/organisation?

35

HOW WILL THE FUNDING BE USED?

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

The funding will be used to help cover the running costs of the band. Our biggest expenditure is the rehearsal room as the band rehearses 1 1/2 hours every week at St Johns Church Ludlow. This costs £27 a week for 1 1/2 hours. The church is a good space to rehearse and the fee is reasonable.

We also use any funding to go towards buying new music each year, public liability insurance and providing new uniforms for new players when they join.

No one in the band is paid it is all done on a voluntary basis.

New pieces of music are vital to any band and a set of parts can cost between £45 and £100. Some music can be used which is freely available and we try and use these where we can to keep costs down.

Band members travel to and from events and rehearsals at their own expense and donate their time freely so no funding is used to pay band members or the Musical Director.

We now use a paid for Event organiser called Muzodo which helps us organise band playouts and rehearsals. Our website is powered by Weebly and is free,

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.

33 band members benefit from being in the band, 10 live in Ludlow. About 3000 people in Ludlow benefit from hearing us play in the Town for civic events organised by the Council, and 300 from other events in the town. A further 2000 people in and around Shropshire benefit from hearing us play and supporting their events. As well as charities where we are involved in raising money.

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.

Financial year that funding will cover:

2026 - 2027

Desired grant from Ludlow Town Council*

£1050.00

*The maximum per application is £5,000

ANNUAL CORE BUDGET FUNDING 2026/ 27

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

Name of Account:- The Ludlow Concert Band

Sort Code:- 30 – 65 – 93

Bank Account No:- 14639168

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

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

If there is a shortfall in funding then we would need use some of our reserves until the Trustees make a decision about future funding options. This could be to ask band members to make a financial contribution and/or look at other fundraising activities. Crowd funding could be an option as well, concerts can be expensive to put on so raising money this way would need careful consideration very often after paying venue costs unless it is well attended there is a risk to losing money or just breaking even.

Previous applications

Please give details of all grant applications made by your organisation to Ludlow Town Council, whether successful or not, in the last five years (include Project Support Grants and Annual Core Grants).

2025/26.	£1050
2024/25.	£1050
2023/24.	£500
2022/23.	£500
2021/22.	£500

ANNUAL CORE BUDGET FUNDING 2026/ 27



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: 03-09-2025
(Person submitting form) Amanda Reeves. Treasurer		
Signature 2		Date: 02-09-2025
(Chairperson or senior representative of the Management Committee) Musical Director David Redmayne		

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: (Please tick)	<input checked="" type="checkbox"/> Answered every question <input checked="" type="checkbox"/> Enclosed a copy of our constitution (if you are not a registered charity) <input checked="" type="checkbox"/> Enclosed a copy of our latest accounts and/or a detailed treasurer's statement. <input checked="" type="checkbox"/> Provided feedback and photographs for all previous grant funding awarded by Ludlow Town Council.
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Please answer all sections of the grant form as fully as possible.

ANNUAL CORE BUDGET FUNDING 2026/ 27

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.

ALL APPLICATIONS FOR FINANCIAL ASSISTANCE ARE CONSIDERED ON THEIR INDIVIDUAL MERITS.

APPLICATIONS ARE CONSIDERED ANNUALLY AT THE FULL COUNCIL MEETINGS HELD IN SEPTEMBER OR OCTOBER.

IN ORDER FOR YOUR APPLICATION TO BE CONSIDERED IT WILL NEED TO BE RECEIVED NO LATER THAN 4pm – Friday 10th October 2025

Completed application forms and supporting information should be returned to:

Gina Wilding, Town Clerk,
Ludlow Town Council,
The Guildhall, Mill Street, Ludlow, Shropshire. SY8 1AZ.
Tel: 01584 871970
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. 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.



MONITORING AND EVALUATION FORM

ANNUAL CORE GRANT FUNDING

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

Please return this form and the required supporting documentation to Ludlow Town Council,
The Guildhall, Mill Street, Ludlow, Shropshire, SY8 1AZ. assistant@ludlow.gov.uk
Completion Deadline: 31st March of the financial year in which the Core Grant was awarded

Name of Group/ Organisation

The Ludlow Concert Band

Contact Name/Position held in the Group

Mrs Amanda Reeves
Treasurer

Address

47 Weyman Road
Ludlow
Shropshire
SY81QJ

Telephone No Mobile 07436928109. work 01584873418

Email Address: amanda.reeves@gmx.co.uk

DETAILS OF GRANT

Amount Awarded

£1050



Year that the funding was received for e.g 2026 /27

2024/2025

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

The grant was made to cover the Ludlow Concert Band annual running costs, such as weekly rehearsal room hire, purchasing new music, public liability insurance and band uniforms when needed for new players and equipment.

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

☒ YES/NO (please circle)

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

☒ YES/NO (please circle)

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



COMMENT AND EVALUATION

Number of beneficences supported through the Core Grant.

35 Band Members

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

The band played between April 2024 and April 2025 at 11 events in and around Ludlow. 2 of these were Civic events organised by the Town council as well as 2 community events run by the Town Council. These were Remembrance Sunday, Mayors Parade, Christmas lights switch on and the D Day community event inside the castle. All were free events for local people to enjoy.

We also played at 2 fundraising concerts and helped raise over £500 and also played at the Charity Dog Day, run by the Rotary Club in 2024. This event was attended by thousands of people and raised thousands for local charities.

Other community events were played at was the Living Nativity, Carol Service at St Johns. We played for a local enterprise at Christmas (Ludlow Food Centre) and managed to organise a workshop for the band, which was attended by youngsters as well as older players. We hope we have benefited the community and supported local organisations in Ludlow.

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

We will carry rehearsing and organising events and liaising with organisations, for the benefit of local musicians as well as the community.

Did you need to raise additional funds? ☒ YES/NO (please circle)

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

Yes we raised other money through asking for donations from event organisers for whom we played.



Please add any other relevant information, highlights or comments:

At all concerts we perform we always give information about the history and set up of the band, and that we are supported and is funded by the Town Council via grants and other support. Without this support the band would not have started and continued to thrive and give enjoyment to local amateur musicians and local people enjoying the live music.

Having a good Town Band is a positive for the town and we aim to give value for money and support the town and its people as much as we can.

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 Amanda Rees

Position Treasurer Ludlow Concert Band

Date 03-09-2025

Finances of The Ludlow Concert Band 2024/2025

24 September 2024 to 23 September 2025

Income

Balance CF 2023/2024	£1724.57
Annual grant Ludlow Town Council	£1050.00
Donations from Organisations for Playing out	£625.00

Total	£3399.57
--------------	-----------------

Expenditure

Hire of weekly rehearsal room (St John's Church)	£1234.00
Music Purchases £60.99, £179.99	£240.98
Band Uniform	£0.00
Stationary	£26.12
Public Liability Insurance	£84.00
DBS Checks	£0.00
Bank Charges	£29.75
Muzodo Annual Subscription	£54.30
Balance at Lloyds Bank	£1730.42

Total	£3399.57
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LUDLOW TOWN FC

**Amended application and quote for LED
pitch lighting to follow 16/10/25**

**VISITOR INFORMATION CENTRE
(LAR)**

ANNUAL CORE BUDGET GRANT APPLICATION

Applications must be submitted by 4pm – Friday 10th October 2025

CONTACT DETAILS

Name of Group/Organisation

Ludlow and District Community Association (trading as Ludlow Assembly Rooms)

Address

1 Mill Street, Ludlow

Post Code: SY8 1AZ Email: Steve@ludlowassemblyrooms.co.uk

Tel No: 01584 8787141

Contact Person

Title: Mr

First Name: Steve

Surname: Catanach

Position held in Group: Interim CEO

From 3 November 2025, the substantive CEO will be Fiona Morrell

AIMS AND PURPOSE OF YOUR COMMUNITY GROUP

Charity Registration Number

1010883

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

VAT Registration Number (if applicable)

594142922

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

Ludlow Assembly Rooms (LAR) is a multi-purpose arts centre serving the community of Ludlow and the wider community of Shropshire and Herefordshire, as well as visitors from across the UK and overseas. LAR offers high-quality live music, theatre, dance and cinema, exhibitions, workshops, classes and lectures to approximately 4,000 audience members per month. LAR also runs Ludlow's Visitor Information Centre (VIC) which provides information and support for those visiting the town.

LAR is mainly funded through revenue made from ticket sales, bar profits, individual donations and room hire. However, rising costs, particularly as a result of rising costs of utilities (gas / water) means that the venue cannot currently cover its costs, leaving a small short fall year on year. We are urgently seeking ways to increase funding with the aim of becoming sustainable in the future.

ANNUAL CORE BUDGET FUNDING 2026/ 27

How many people are in your group/organisation?

150 volunteers / 15 paid staff / 11 Trustees

HOW WILL THE FUNDING BE USED?

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

We are applying for funding to support Ludlow's Visitor Information Centre (VIC) housed at Ludlow Assembly Rooms.

The VIC is open 10am to 4pm Monday to Saturdays. The VIC is a vital asset for the town, providing information both to the many tourists who visit the town, but also for our local community. The VIC is run by a pool of 25 regular and well trained volunteers whose local knowledge and enthusiasm can help with everything from helping advise visitors and locals with travel information, to recommendations of places to stay, eat, shop or visit. The VIC is often the first point of contact with the town for visitors from across the UK and abroad, particularly those who are dropped off by coaches nearby. Its presence demonstrates that our town is welcoming and filled with things to do. In turn the VIC benefits the local economy, signposting and encouraging people to use our local businesses.

Currently the costs associated with the VIC are c. £9,600 per annum. This is based on the allocation of space / staff time / volunteer support as a percentage of our overhead costs. We are conscious that due to rising utilities bills the costs are likely to increase in the future.

We are asking Ludlow Town Council for a grant of £5,000 to support the VIC's running costs. This includes the cost associated with volunteer management, including training, timetabling and support; as well as the costs associated with the VIC building including utilities.

We will monitor this grant through recording the numbers of people who use this service and their satisfaction with the service provided by the VIC team.

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.

From April 2024 - March 2025, the VIC served 20,753 individuals. In the first six months of this year, we've already served 16,971 demonstrating how our user numbers are sharply increasing.

The VIC also benefits countless business in Ludlow and in turn helps support the economy of our town and wider area.

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.

Financial year that funding will cover:

2026 - 2027

Desired grant from Ludlow Town Council*

£5,000

*The maximum per application is £5,000

ANNUAL CORE BUDGET FUNDING 2026/ 27

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

Name of Account:-

Ludlow and District LDA

Sort Code:-

20

—

53

—

22

Bank Account No:-

53140121

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

We do not receive any other funding in order to keep the VIC running.

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

The annual accounts of LAR show a current deficit each year. We are working hard to reduce this as much as possible and become sustainable. This includes the costs of running the VIC. However, a grant of £5,000 towards the VIC's running costs would be incredibly useful and help spread the costs of what we believe is an important community asset.

Previous applications

Please give details of all grant applications made by your organisation to Ludlow Town Council, whether successful or not, in the last five years (include Project Support Grants and Annual Core Grants).

2019 Annual Core Grant - £5,000
2021 Annual Core Grant - £5,000
2022 Annual Core Grant - £0
2023 Annual Core Grant - £0
2025 Annual Core Grant - £5,000
2025 Project support grant - £5,000

ANNUAL CORE BUDGET FUNDING 2026/ 27



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 (Person submitting form)		Date: 8th October 2025
Signature 2 (Chairperson or senior representative of the Management Committee)		Date: 8th October 2025

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: (Please tick)	<input checked="" type="checkbox"/> Answered every question <input type="checkbox"/> Enclosed a copy of our constitution (if you are not a registered charity) <input checked="" type="checkbox"/> Enclosed a copy of our latest accounts and/or a detailed treasurer's statement. <input checked="" type="checkbox"/> 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.

ANNUAL CORE BUDGET FUNDING 2026/ 27

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.

ALL APPLICATIONS FOR FINANCIAL ASSISTANCE ARE CONSIDERED ON THEIR INDIVIDUAL MERITS.

APPLICATIONS ARE CONSIDERED ANNUALLY AT THE FULL COUNCIL MEETINGS HELD IN SEPTEMBER OR OCTOBER.

IN ORDER FOR YOUR APPLICATION TO BE CONSIDERED IT WILL NEED TO BE RECEIVED NO LATER THAN 4pm – Friday 10th October 2025

Completed application forms and supporting information should be returned to:

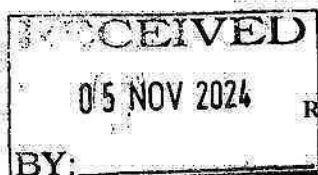
Gina Wilding, Town Clerk,
Ludlow Town Council,
The Guildhall, Mill Street, Ludlow, Shropshire. SY8 1AZ.
Tel: 01584 871970
Email: townclerk@ludlow.gov.uk

PRIVACY NOTICE

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



REGISTERED COMPANY NUMBER: 02699283 (England and Wales)
REGISTERED CHARITY NUMBER: 1010883

REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024
FOR
LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD

D.R.E. & Co. (Audit) Limited
7 Lower Brook Street
Oswestry
Shropshire
SY11 2HG



**LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD**

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FOR THE YEAR ENDED 31 MARCH 2024**

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**LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD**

**REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2024**

TRUSTEES

M J Penn
G S Williams (resigned 29.11.23)
Mrs L Johnston
C M Henry (resigned 19.4.23)
P W Rew
L M Mundy
J I Deakin
I Andronov
Ms F Morrell (appointed 19.7.23)
J I Walker (appointed 19.7.23)
Ms R M Napier (appointed 19.7.23)
A C McGowan (appointed 19.7.23)
T G Hughes (appointed 21.2.24)

COMPANY SECRETARY

M J Penn

REGISTERED OFFICE

1 Mill Street
Ludlow
Shropshire
SY8 1AZ

**REGISTERED COMPANY
NUMBER**

02699283 (England and Wales)

**REGISTERED CHARITY
NUMBER**

1010883

INDEPENDENT EXAMINER

D.R.E. & Co. (Audit) Limited
7 Lower Brook Street
Oswestry
Shropshire
SY11 2HG

OFFICERS

Chairman	- L. Johnston (2021)
Vice Chair	- L. Mundy (2024)
Treasurer	- T. Hughes (2024)

LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD (REGISTERED NUMBER: 02699283)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of 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) (effective 1 January 2019).

LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD (REGISTERED NUMBER: 02699283)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Memorandum of Association of the Ludlow & District Community Association Limited (LDCA) states that the guiding objectives of the organisation are:

1. To foster and promote the maintenance, improvement and development of artistic taste and a knowledge, understanding and appreciation of the arts among the inhabitants of Ludlow and the district thereof.
2. To promote a community centre for the use of the said inhabitants without distinction of political, religious, or other opinion, with the object of improving the conditions of life for the said inhabitants.

Following the disruption cause by Covid and the refurbishment of the Assembly Rooms it became clear that the previously established strategic plan needed to be modified to reflect the change in patterns of use by customers and other users of LAR (Ludlow Assembly Rooms, the Charity's working name). It also needed to be modified to deal with the removal or reduction of all local government grants, including that previously received from Ludlow Town Council. A new Patrons scheme was launched in October 2023 and the Members scheme continues to deliver useful financial benefits. However the first half of the period under review saw significant financial losses and it was decided to modify the programming to ensure more events with popular appeal, thereby not only generating more revenue but also fulfilling the objective of widening the participation in the arts and encouraging more members of the community to use LAR. There has also been a refocus on encouraging participation by sections of the community who would not have used LAR in the past from Children's workshops to specialist music nights.

LAR has many income streams, some small in themselves, but all contributing to the whole. The focus has been on developing those with the most potential to grow. Bar revenue is an excellent income stream and it is recognised that it can be developed further. This will be a key area for growth going forward. Income from Bill's Kitchen is well down on that foreseen when preparing the strategic plan. LAR has been working with Bill to increase footfall by holding Jazz and Folk events and a monthly Games Night; in addition to increased revenue it encourages wider participation from the community. During the year 27 such events were held producing ticket sales of £7,700.

ACTIVITIES OVER THE YEAR

LAR's main source of income has been the provision of live entertainment, film screenings and the live or pre-recorded screening of opera, theatre and ballet. Over the year 32,781 tickets for all events were sold.

In the past Cinema has been a mainstay of LAR's income. This has changed post Covid, with attendances being well down. This phenomenon has been seen nationally with major cinema chains under financial pressure leading to many venues closing. LAR has received support with programming through the national organisation, the Independent Cinema Office (ICO). Unfortunately this has led to LAR having to take films for a number of showings when there was insufficient audience to support this approach. Discussions have been held with ICO, and a more flexible approach to programming now appears to be possible. It remains to be seen whether this will allow LAR to rebuild audiences. Notwithstanding these comments, Cinema accounted for the second largest share of tickets sold with 12,272 generating income of over £58,000.

Streaming of opera, theatre and ballet remains very popular. There were 22 streamed events shown with 2,056 tickets sold. The value of each ticket is much higher than average due to the sums charged by the provider. Income from this source was £27,000.

There were a number of sell out live performances during the year and overall there were 180 different live events generating over £173,000. For most of these events LAR is merely hiring the space and selling the tickets, the risks being taken by the promoter. However the bar takings often generate profit in excess of that from the hire and ticketing activities.

As in previous years the biggest contributor to funds was the annual pantomime put on in conjunction with Ludwig Theatre Arts. Snow White and the Seven Dwarfs made a contribution of £19,638.

LAR has worked with the organisers of other events such as the inaugural Piano Festival, to provide facilities and ticketing support. Such events introduce LAR to a much wider audience.

LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD (REGISTERED NUMBER: 02699283)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

LAR has continued to be a valued space for the display of art by local artists. It also benefits from commission payable on the sale of the artwork. Workshops held by the artist generate income and again fulfil the Charity's objective of greater community participation. There were 26 workshops held in the year generating income of £2,100.

LAR's role as a community centre is also fulfilled by the hiring out of facilities to many local organisations involved in sport, yoga, dance etc. and as a venue for lectures. It also hires rooms for private functions when bar takings can be a significant contributor to revenues.

FUNDRAISING

While the majority of income comes from events described above, fundraising is a vital part of the financial security of LAR. As ever, the annual Secret Gardens event was the major fund raising occasion of the year. Just one of the events organised by LARFE during the year, it contributed £14,600 to resources. LAR is very grateful to the effort made by LARFE members and the garden owners to this much loved event. In total LARFE contributed over £20,000 to LAR funds.

Donations from individuals and organisations totalled over £61,000. A very important part of this is the member's scheme, the benefits of which are being reviewed to make it a more attractive offering. In the past LAR has benefitted from large legacies and this is an area that has potential for development, although there was no major contribution this year.

BUILDING AND MANAGEMENT

Following the resumption of occupancy of the refurbished structure it has emerged that there are a number of problems with operation of the building, particularly with the air handling facility. This problem is ongoing, and while there are no direct cost implications to LAR there are reputational issues to consider. There have been many discussions with the Council, who are the client for the purposes of the refurbishment, but these are taking a long time to resolve. It is clear that some of the work carried out has not been to a high standard, witnessed by a recent failure of a plumbing system leading to a serious flood, and the implications of this for any lease entered into by LAR are under review by the Trustees.

Joel Baldwin resigned as Artistic Director and CEO in December 2023 and Steve Catanach became the interim Business Manager. Steve has been instrumental in instigating a review of operations to identify those areas with greatest opportunity for development.

LAR owes a huge vote of thanks to the many volunteers who literally make the whole thing possible. Box office, stewarding, bar work, admin tasks and other activities carried out by volunteers mean LAR can fulfil its objectives and offer wonderful facilities for the residents of Ludlow and the surrounding area. In 2023-24 there 6,131 hours recorded by volunteers but the actual number of hours they provided was significantly higher.

The Board would also like to record their appreciation of the effort put in by the paid staff in moving the organisation forward at a very difficult time. They show great commitment to LAR and what it stands for.

LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD (REGISTERED NUMBER: 02699283)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

FINANCIAL REVIEW

Principal funding sources

The total income from LAR's charitable activities, including events, hire of auditorium and other rooms, box office facilities, and membership etc was £576,798. This is in excess of prior year albeit below the levels envisaged in the strategic plan prepared prior to refurbishment. Detailed make-up of the figure is discussed above.

The prior year also benefited from a legacy of £150,000 which was not duplicated in the year under review although other donations received (including the benefit of the Member's scheme and LARFE donations) achieved a comparable level at £61,000.

Included in the Charitable Activities Income is the contribution from bar sales, which at £70,000, well in excess of the prior year's £52,000. Thanks are due to the volunteers staffing the bar for this major contribution.

As mentioned above income from the café is below forecast levels, reflecting a change in the market. The net contribution of £35,000 is included in Other Income. Discussions are ongoing as to how this could be improved.

No grants were received from Shropshire Council, but £5,000 was received from Ludlow Town Council. The Trustees are exploring other sources of grant support but this is a difficult exercise in the current climate. Any such grants would not be available for revenue funding but appropriate capital projects might attract support.

Financial Results for the Year

Overall the year saw an excess of expenditure over income of £129,000. If the large legacy referred to above is ignored this means the result is comparable with the prior year. Most of this loss occurred in the first half of the year and it became clear that revenue generation needed to be addressed to enable LAR to continue. This was done mainly by programming more accessible events and strong cost control. It should be noted that the deficit mentioned above was after charging depreciation and other "non-cash" items of £59,000 hence the cash deficit was £70,000.

Focus on areas of income generation with greater levels of contribution such as room hire and bar takings also helped to turn profitability around. The new year has started well with the first 5 months showing cash generation from operations.

Costs remain under tight control with great reliance on volunteer staff.

While the refurbished building should mean that maintenance costs should not be high, there will always be the possibility of unforeseen repairs. Also there will be the need to invest in updated technical equipment, as hirers of the spaces, particularly the auditorium, come to demand the latest facilities.

Cash resources are robust with cash on hand of £224,000. The excess of expenditure over income was the main reason causing a reduction in balances in the year of £89,000. The agreed overdraft available to the Association has not been drawn upon for 9 years.

The Trustees believe that the Charity is a going concern with sufficient reserves to meet its obligations as they fall due. In addition to the adequate funds for day to day operation they intend to build a fund to cover unforeseen large capital or revenue expenditure in the future.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

The governing document is the Memorandum and Articles of Association, as incorporated on 20 March 1992, and in accordance with these the company is governed by a Council of Members. The maximum number of members of the Council is determined by the Association in General Meeting, but there shall be at all times at least five and not more than twelve.

LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD (REGISTERED NUMBER: 02699283)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

Recruitment and appointment of new trustees

The Council of Members, all of whom are unpaid, currently consists of eleven trustees. Although the Articles of Association provide for the election of new trustees at the Annual General Meetings, in practice new members are found by advertisement and interviewed against a person specification, co-opted during the year, and proposed for election at the following Annual General Meeting. All new trustees sign a Declaration of Eligibility and undergo formal induction. The Articles of Association provide that those trustees with the longest Council of Members service, forming one-third of the Council, shall retire each year.

Scheme of delegation

The Council of Members decides the priorities for the Association, sets the annual budget, and delegates all day-to-day management to the Business Manager. The Council has adopted rules, in accordance with its Articles of Association, which set out the limits of their authority.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The Council of Members has reviewed the risks to which the charity is exposed and this review is updated on a regular basis. In addition to financial controls to guard against fraud and error regular reviews of physical assets are carried out to ensure all legislation is complied with and physical safeguards are in place to reduce risks to personnel and the fabric of the building. The strategy for the Charity is being updated to address any developing existential threats to its operation.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Ludlow & District Community Association Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 23 October 2024 and signed on its behalf by:


.....
Mrs J. Johnston - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD (REGISTERED NUMBER: 02699283)**

Independent examiner's report to the trustees of Ludlow & District Community Association Ltd ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2024.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Francis Nock F.C.C.A.

D.R.E. & Co. (Audit) Limited
7 Lower Brook Street
Oswestry
Shropshire
SY11 2HG

Date:

LUDLOW & DISTRICT COMMUNITY ASSOCIATION LTD

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted funds £	Restricted fund £	31.3.24 Total funds £	31.3.23 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	36,319	-	36,319	199,665
Charitable activities	5				
Operation of assembly rooms		469,887	-	469,887	361,451
Investment income	4	2,303	-	2,303	296
Other income		68,289	-	68,289	73,861
Total		<u>576,798</u>	<u>-</u>	<u>576,798</u>	<u>635,273</u>
EXPENDITURE ON					
Raising funds	6	5,011	-	5,011	3,775
Charitable activities	7				
Operation of assembly rooms		529,196	31,203	560,399	503,173
Administration costs		132,302	7,801	140,103	125,792
Total		<u>666,509</u>	<u>39,004</u>	<u>705,513</u>	<u>632,740</u>
NET INCOME/(EXPENDITURE)		(89,711)	(39,004)	(128,715)	2,533
RECONCILIATION OF FUNDS					
Total funds brought forward		470,597	600,704	1,071,301	1,068,768
TOTAL FUNDS CARRIED FORWARD		<u><u>380,886</u></u>	<u><u>561,700</u></u>	<u><u>942,586</u></u>	<u><u>1,071,301</u></u>

The notes form part of these financial statements

**LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD (REGISTERED NUMBER: 02699283)**

**BALANCE SHEET
31 MARCH 2024**

	Notes	Unrestricted funds £	Restricted fund £	31.3.24 Total funds £	31.3.23 Total funds £
FIXED ASSETS					
Tangible assets	13	247,816	624,775	872,591	947,186
CURRENT ASSETS					
Stocks	14	6,696	-	6,696	5,979
Debtors	15	19,565	-	19,565	11,437
Cash at bank and in hand		199,839	24,636	224,475	313,127
		<u>226,100</u>	<u>24,636</u>	<u>250,736</u>	<u>330,543</u>
CREDITORS					
Amounts falling due within one year	16	(93,030)	(87,711)	(180,741)	(206,428)
NET CURRENT ASSETS		<u>133,070</u>	<u>(63,075)</u>	<u>69,995</u>	<u>124,115</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>380,886</u>	<u>561,700</u>	<u>942,586</u>	<u>1,071,301</u>
NET ASSETS		<u>380,886</u>	<u>561,700</u>	<u>942,586</u>	<u>1,071,301</u>
FUNDS	18				
Unrestricted funds				380,886	470,597
Restricted funds				561,700	600,704
TOTAL FUNDS				<u>942,586</u>	<u>1,071,301</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2024.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The notes form part of these financial statements.

LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD (REGISTERED NUMBER: 02699283)

BALANCE SHEET - continued
31 MARCH 2024

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on ~~23 October 2024~~ and were signed on its behalf by:


L Johnston - Trustee

LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	31.3.24 £	31.3.23 £
Cash flows from operating activities			
Cash generated from operations	1	(38,019)	135,754
Net cash (used in)/provided by operating activities		(38,019)	135,754
Cash flows from investing activities			
Purchase of tangible fixed assets		(52,936)	(11,704)
Interest received		2,303	296
Net cash used in investing activities		(50,633)	(11,408)
Change in cash and cash equivalents in the reporting period		(88,652)	124,346
Cash and cash equivalents at the beginning of the reporting period		313,127	188,781
Cash and cash equivalents at the end of the reporting period		224,475	313,127

The notes form part of these financial statements

**LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD**

**NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024**

**1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM
OPERATING ACTIVITIES**

	31.3.24 £	31.3.23 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(128,715)	2,533
Adjustments for:		
Depreciation charges	58,598	58,685
Interest received	(2,303)	(296)
(Increase)/decrease in stocks	(717)	223
(Increase)/decrease in debtors	(8,128)	18,665
Increase in creditors	43,246	55,944
Net cash (used in)/provided by operations	(38,019)	135,754

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.23 £	Cash flow £	At 31.3.24 £
Net cash			
Cash at bank and in hand	313,127	(88,652)	224,475
	<u>313,127</u>	<u>(88,652)</u>	<u>224,475</u>
Total	<u>313,127</u>	<u>(88,652)</u>	<u>224,475</u>

The notes form part of these financial statements

**LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD**

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

1. CHARITY INFORMATION

Ludlow and District Community Association Ltd is a charitable company, limited by guarantee, registered in England and Wales. The charity number, company number and registered office details can be found on page 1 of the accounts.

STATEMENT OF COMPLIANCE

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" and the Companies Act 2006.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements have been prepared under the historical cost convention.

The accounts are for the individual entity only.

These financial statements are presented in £ sterling, rounded to the nearest £1.

Going Concern

While there are uncertainties in terms of the organisation's external environment, including key funding sources, the Trustees have, in the past few years, sought to expand revenue opportunities for the LDCA while seeking to reduce operating costs wherever practicable. With this strategy, they have achieved some specific successes as can be seen by the small but significant surpluses achieved in recent years and the establishment of a reserve fund. Further potential revenue opportunities do remain as do threats to funding sources but the Trustees continue to work hard on developing a sustainable business model going forward.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 2% on cost
Improvements to property	- 4% on cost
Plant and machinery	- 20% - 50% per annum and 2% on cost

LUDLOW & DISTRICT COMMUNITY ASSOCIATION LTD

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

2. ACCOUNTING POLICIES - continued

Tangible fixed assets

The trustees have considered the need for a valuation on 1 Mill Street, however, they are of the opinion that it would not be a cost effective use of resources to do so as the carrying value in the financial statements reflects the market value of the property.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

Basic financial assets, including trade and other debtors and cash and bank balances, are initially recognised at transaction price, 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.

Basic financial liabilities, including trade and other creditors, 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 receipts discounted at a market rate of interest.

3. DONATIONS AND LEGACIES

	31.3.24	31.3.23
	£	£
Ludlow Town Council	5,000	12,500
Fundraising Committee and other fundraising activities	20,496	28,745
Revenue grants and other income	13	146
Capital grants, donations and related gift aid	10,810	5,828
Legacies	-	152,446
	<u>36,319</u>	<u>199,665</u>

LUDLOW & DISTRICT COMMUNITY ASSOCIATION LTD

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

4. INVESTMENT INCOME

	31.3.24	31.3.23
	£	£
Deposit account interest	<u>2,303</u>	<u>296</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.3.24	31.3.23
		£	£
Cinema	Operation of assembly rooms	58,524	54,242
Live events	Operation of assembly rooms	173,843	160,771
Education and outreach	Operation of assembly rooms	1,660	272
Catering and bar	Operation of assembly rooms	70,192	51,997
Room hire	Operation of assembly rooms	36,009	21,521
Membership subscriptions and gift-aided tax reclaimable	Operation of assembly rooms	30,048	13,201
Booking fees	Operation of assembly rooms	72,368	35,878
Live streaming	Operation of assembly rooms	<u>27,243</u>	<u>23,569</u>
		<u>469,887</u>	<u>361,451</u>

6. RAISING FUNDS

Raising donations and legacies

	31.3.24	31.3.23
	£	£
Fundraising Events Committee and other fundraising activities expenditure	<u>2,456</u>	<u>2,343</u>

Other trading activities

	31.3.24	31.3.23
	£	£
Bad debts	<u>2,555</u>	<u>1,432</u>
Aggregate amounts	<u>5,011</u>	<u>3,775</u>

**LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024**

7. CHARITABLE ACTIVITIES COSTS

	Support costs (see note 8)
	£
Operation of assembly rooms	560,399
Administration costs	140,103
	<u>700,502</u>

8. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Operation of assembly rooms	544,852	10,711	4,836	560,399
Administration costs	136,216	2,678	1,209	140,103
	<u>681,068</u>	<u>13,389</u>	<u>6,045</u>	<u>700,502</u>

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.24	31.3.23
	£	£
Depreciation - owned assets	<u>58,598</u>	<u>58,685</u>

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2024 nor for the year ended 31 March 2023.

11. STAFF COSTS

	31.3.24	31.3.23
	£	£
Wages and salaries	219,340	198,329
Social security costs	7,251	5,956
Other pension costs	2,693	2,743
	<u>229,284</u>	<u>207,028</u>

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

	31.3.24	31.3.23
Direct charitable work	10	10
Administrative	2	2
	<u>12</u>	<u>12</u>

LUDLOW & DISTRICT COMMUNITY ASSOCIATION LTD

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

11. STAFF COSTS - continued

No employees received emoluments in excess of £60,000.

Certain staff wages and salaries have been allocated to the activity to which they relate.

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	199,665	-	199,665
Charitable activities			
Operation of assembly rooms	361,451	-	361,451
Investment income	296	-	296
Other income	73,861	-	73,861
Total	<u>635,273</u>	<u>-</u>	<u>635,273</u>
EXPENDITURE ON			
Raising funds	3,775	-	3,775
Charitable activities			
Operation of assembly rooms	469,764	33,409	503,173
Administration costs	117,440	8,352	125,792
Total	<u>590,979</u>	<u>41,761</u>	<u>632,740</u>
NET INCOME/(EXPENDITURE)	44,294	(41,761)	2,533
RECONCILIATION OF FUNDS			
Total funds brought forward	426,303	642,465	1,068,768
TOTAL FUNDS CARRIED FORWARD	<u>470,597</u>	<u>600,704</u>	<u>1,071,301</u>

LUDLOW & DISTRICT COMMUNITY ASSOCIATION LTD

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

13. TANGIBLE FIXED ASSETS

	Freehold property £	Improvements to property £	Plant and machinery £	Computer equipment £	Totals £
COST					
At 1 April 2023	145,000	827,272	122,288	29,796	1,124,356
Additions	41,893	-	11,043	-	52,936
Disposals	-	(68,933)	-	-	(68,933)
At 31 March 2024	186,893	758,339	133,331	29,796	1,108,359
DEPRECIATION					
At 1 April 2023	54,000	66,035	37,609	19,526	177,170
Charge for year	3,538	30,333	18,769	5,958	58,598
At 31 March 2024	57,538	96,368	56,378	25,484	235,768
NET BOOK VALUE					
At 31 March 2024	129,355	661,971	76,953	4,312	872,591
At 31 March 2023	91,000	761,237	84,679	10,270	947,186

During the financial years to 31 March 1997 and 1998, the company acquired a small plot of land at the rear of 1 Mill Street for £10,000. This is included within freehold property.

Since October 1992, the company has had a leasehold over 1 Mill Street and 11 Castle Square. The current lease is for 30 years to April 2048.

14. STOCKS

	31.3.24 £	31.3.23 £
Stocks	6,696	5,979

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24 £	31.3.23 £
Trade debtors	17,730	4,600
Other debtors	1,630	3,600
Prepayments and accrued income	205	3,237
	19,565	11,437

LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade creditors	16,944	90,734
Social security and other taxes	8,952	6,566
Other creditors	81,795	72,638
Accruals and deferred income	73,050	36,490
	<u>180,741</u>	<u>206,428</u>

Included within other creditors is an amount for £66,276 (2023: 65,217) which has been received on behalf of clients for exhibitions and shows. Before settlement to the client, the association raises charges for services and administration, after the event takes place.

17. SECURED DEBTS

The bank holds a debenture dated 25 April 1997 over all the assets of the company as security in respect of the overdraft.

18. MOVEMENT IN FUNDS

	At 1.4.23	Net movement in funds	At 31.3.24
	£	£	£
Unrestricted funds			
General fund	470,597	(89,711)	380,886
Restricted funds			
Restricted Fund	600,704	(39,004)	561,700
TOTAL FUNDS	<u>1,071,301</u>	<u>(128,715)</u>	<u>942,586</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	576,798	(666,509)	(89,711)
Restricted funds			
Restricted Fund	-	(39,004)	(39,004)
TOTAL FUNDS	<u>576,798</u>	<u>(705,513)</u>	<u>(128,715)</u>

LUDLOW & DISTRICT COMMUNITY ASSOCIATION LTD

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	At 31.3.23 £
Unrestricted funds			
General fund	426,303	44,294	470,597
Restricted funds			
Restricted Fund	642,465	(41,761)	600,704
TOTAL FUNDS	<u>1,068,768</u>	<u>2,533</u>	<u>1,071,301</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	635,273	(590,979)	44,294
Restricted funds			
Restricted Fund		(41,761)	(41,761)
TOTAL FUNDS	<u>635,273</u>	<u>(632,740)</u>	<u>2,533</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.22 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	426,303	(45,417)	380,886
Restricted funds			
Restricted Fund	642,465	(80,765)	561,700
TOTAL FUNDS	<u>1,068,768</u>	<u>(126,182)</u>	<u>942,586</u>

LUDLOW & DISTRICT COMMUNITY ASSOCIATION
LTD

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,212,071	(1,257,488)	(45,417)
Restricted funds			
Restricted Fund		(80,765)	(80,765)
TOTAL FUNDS	<u>1,212,071</u>	<u>(1,338,253)</u>	<u>(126,182)</u>

19. RELATED PARTY DISCLOSURES

Donations received during the year from trustees amounted to £Nil.

20. COMPANY LIMITED BY GUARANTEE

The liability of each member, in the event of winding up, is limited to £1.

PENTABUS

ANNUAL CORE BUDGET GRANT APPLICATION

Applications must be submitted by 4pm – Friday 10th October 2025

CONTACT DETAILS

Name of Group/Organisation

Pentabus

Address

Pentabus, 1 Mill Street, Ludlow

Post Code: SY8 1AZ Email: verity@pentabus.co.uk

Tel No: 07766721345

Contact Person

Title: Ms

First Name: Verity

Surname: Overs-Morrell

Position held in Group: Executive Director/Joint CEO

AIMS AND PURPOSE OF YOUR COMMUNITY GROUP

Charity Registration Number

287909

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

VAT Registration Number (if applicable)

396137621

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

Pentabus Theatre is the nation's rural theatre, based in the heart of Ludlow. We produce and tour original plays that explore rural life and deliver year-round creative engagement across the region and nationally. We have a long-standing relationship with Ludlow, partnering with Ludlow Assembly Rooms and local schools to provide free access to high-quality theatre and performing arts. Our mission is to ensure that young people in Ludlow and the surrounding rural communities have equal access to arts and creative learning opportunities, fostering creativity, confidence, and connection.

Our youth engagement and talent development programmes include workshops in schools, a longstanding Young Writers' programme, and our newly launched Pentabus Youth Theatre. Pentabus is funded through Arts Council England, trusts and foundations, business sponsorships, individual donations, and a small income from touring and events. However, these sources do not cover all of our work, and we rely on local support to sustain and expand our youth and community programmes.

ANNUAL CORE BUDGET FUNDING 2026/ 27

How many people are in your group/organisation?

6 staff (full & part-time), 2 volunteers, 4 regular freelancers. Plus 50–100 freelance artists each year, depending on project scale

HOW WILL THE FUNDING BE USED?

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

We are seeking funding to support the delivery of Pentabus Youth Theatre (PYT) during 2026/2027, based at Ludlow Assembly Rooms. PYT is the only provision of its kind in the region, led by professional theatre-makers and supported by artists of national profile. It offers weekly, term-time sessions to two groups (ages 11–14 and 15–18), giving up to 40 young people the opportunity to develop acting, directing, and theatre-making skills across 36 sessions per year as well as performance experience.

"It built up my confidence in acting" "It was an amazing thing to do, and I learnt new skills" - PYT member

The programme culminates in public performances at Ludlow Assembly Rooms, alongside theatre trips, mentoring, free/discounted show tickets, visits from guest artists, youth board opportunities, and CV-building experiences. Sessions are led by two Co-Directors, both from Shropshire, who receive professional development to grow their creative practice. PYT helps retain local talent and build a creative pipeline in Ludlow and Shropshire, providing meaningful employment for local artists and inspiring the next generation of theatre-makers. Funding will contribute to staffing, training, venue hire, materials, production and creative costs, and accessibility support, ensuring inclusion of young people from low-income backgrounds.

At least 20% of participants will receive Pupil Premium. The Ludlow Town Council grant will directly support delivery in Ludlow.

"This is a wonderful opportunity in Ludlow for my child and will have a positive impact on his experience of growing up here." – Parent feedback

As Ned Glasier wrote in *The Stage* (Jan 2025): "Putting money into youth theatre is an investment... It will help young people. It will help artists. It will help communities... Youth theatre deserves all the support it can get."

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.

Direct beneficiaries: Up to 40 young people from Ludlow

Indirect beneficiaries: 150–300 local residents (families, friends, audiences)

Volunteer beneficiaries: Up to 8 supporting the sessions & productions

Employed beneficiaries: Up to 10 local staff and freelancers (including 2 Co-Directors)

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.

Financial year that funding will cover:

2026 - 2027

Desired grant from Ludlow Town Council*

£5000

*The maximum per application is £5,000

ANNUAL CORE BUDGET FUNDING 2026/ 27

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

Name of Account:-

Pentabus Arts Limited

Sort Code:-

40

—

52

—

40

Bank Account No:-

00017011

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

Total project expenditure is £26,063, covering core programme delivery (£9,070), production costs (£14,575), and auxiliary activities including trips, bursaries and access support (£2,418).

Confirmed and pledged income totals £21,063, comprising Youth Theatre subscriptions (£6,120), ticket income (£1,300), Alan and Karen Charitable Trust (£3,000), Hall Garth Charitable Trust (£2,000), and Arts Council England (£8,000).

The remaining £5,000 is sought from Ludlow Town Council to support delivery, production, and accessibility, ensuring all local young people can participate regardless of background.

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

A small shortfall of £643 will be met through Pentabus' unrestricted donations fund.

Previous applications

Please give details of all grant applications made by your organisation to Ludlow Town Council, whether successful or not, in the last five years (include Project Support Grants and Annual Core Grants).

ANNUAL CORE BUDGET FUNDING 2026/ 27


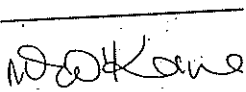
DECLARATION

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: 8 Oct 2025
(Person submitting form)	
Signature 2 	Date: 10 Oct 2025
(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: (Please tick)	<input checked="" type="checkbox"/> Answered every question <input type="checkbox"/> Enclosed a copy of our constitution (if you are not a registered charity) <input checked="" type="checkbox"/> Enclosed a copy of our latest accounts and/or a detailed treasurer's statement. <input type="checkbox"/> Provided feedback and photographs for all previous grant funding awarded by Ludlow Town Council.
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Please answer all sections of the grant form as fully as possible.

ANNUAL CORE BUDGET FUNDING 2026/ 27

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.

ALL APPLICATIONS FOR FINANCIAL ASSISTANCE ARE CONSIDERED ON THEIR INDIVIDUAL MERITS.

APPLICATIONS ARE CONSIDERED ANNUALLY AT THE FULL COUNCIL MEETINGS HELD IN SEPTEMBER OR OCTOBER.

IN ORDER FOR YOUR APPLICATION TO BE CONSIDERED IT WILL NEED TO BE RECEIVED NO LATER THAN 4pm – Friday 10th October 2025

Completed application forms and supporting information should be returned to:

Gina Wilding, Town Clerk,
Ludlow Town Council,
The Guildhall, Mill Street, Ludlow, Shropshire. SY8 1AZ.
Tel: 01584 871970
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. 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.

REGISTERED COMPANY NUMBER: 01747169 (England and Wales)
REGISTERED CHARITY NUMBER: 287909

PENTABUS ARTS LIMITED
(A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT AND

UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

PENTABUS ARTS LIMITED

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FOR THE YEAR ENDED 31 MARCH 2024

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PENTABUS ARTS LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2024

TRUSTEES	Ms N M O'Kane (appointed 1.4.24) - Chair Ms M F Bedford Ms A H J Biosse-Duplan (appointed 1.4.24) Dr M I Branson (resigned 12.4.24) Ms M A Brown (appointed 1.4.24) Mr R H Burbidge OBE (resigned 1.4.24) Ms I F M Culliss (appointed 1.4.24) Ms E Dennis-Edwards Mr J P E Hall (appointed 1.4.24) Mr M Hartley (resigned 1.4.24) Ms J Hughes (resigned 1.4.24) Ms D Lennan (resigned 1.4.24) Ms S McCormick (resigned 1.4.24) Mr K M O'Flaherty (appointed 1.4.24) Ms R Robins (resigned 1.4.24) Ms F H Spickernell (appointed 1.5.23) Ms J K Williams (appointed 4.4.24)
COMPANY SECRETARY	Mrs V Overs-Morrell
REGISTERED OFFICE	1 Mill Street Ludlow Assembly Rooms Ludlow SY8 1AZ
REGISTERED COMPANY NUMBER	01747169 (England and Wales)
REGISTERED CHARITY NUMBER	287909
INDEPENDENT EXAMINER	TCA (Shrewsbury) LLP Third Floor 21 St Mary's Street Shrewsbury Shropshire SY1 1ED

PENTABUS ARTS LIMITED
CHAIR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2024

In this, our 50th anniversary year, it is my pleasure and privilege to present the annual report for Pentabus.

First, I would like to pay tribute to my predecessor as Chair, Ros Robins, who led the Board for the past nine years and was Chair during the period covered by this report. Through her careful and expert stewardship, Ros guided Pentabus through a myriad of challenges and opportunities, helping it to become the innovative and highly respected organisation that it is today.

I also wish to acknowledge the Trustees who have stood down in the past year; they have been instrumental in the growth and development of Pentabus in the last decade. My heartfelt thanks to Tilly Branson, Richard Burbidge OBE, Matt Hartley, Joanna Hughes, Diane Lennan, and Sue McCormick. I am delighted to welcome our new Trustees, Anne-Hélène Biosse-Duplan, Isabel Culliss, Kieran O'Flaherty, Francesca Spickernell, Michelle Terry, and Jacoba Williams, who bring fresh perspectives along with a wealth of knowledge and experience to the Pentabus board.

The charity is now based in Ludlow Assembly Rooms at the heart of Ludlow, making it more accessible to connect with our supporters and the local community. Pentabus has a proud and remarkable history. From relatively modest beginnings, we are now the only rural touring theatre company committed to producing new works and bringing them to communities across the UK.

Over the past 50 years, the company has produced over 300 new plays, supported more than 220 new writers, and reached over half a million audience members. We have nurtured emerging talent through our Writers in Residence programme, with many of these writers going on to be commissioned by major theatres. We have enabled people in rural communities to access high-quality productions and have offered exciting opportunities to many young people from those communities. None of this would be possible without the support of our funders and supporters. We are particularly delighted to have been selected as an Arts Council National Portfolio Organisation (NPO), with guaranteed funding until 2026. This not only provides us with a measure of stability and security but also recognises the excellence and innovation that this funding denotes.

We are deeply grateful to our generous donors, including the Adlard Family Foundation, Alan and Karen Greives Charitable Trust, Backstage Trust, Clive Richards Foundation, Hall Garth Charitable Trust, Haystack Trust, Millichope Foundation, and Weston Charity. We are also indebted to our Friends, local businesses, and individual supporters for their loyalty and generosity.

Pentabus is a small organisation that makes a huge impact, all the more impressive given our core staff team of five — our formidable co-directors, Verity Overs-Morrell and Elle While, and their compact but brilliant team of staff and volunteers, as well as their commitment to working with a diverse range of freelancers. This has been a remarkable year, with international and national awards under their belt, a move to a new home, and entering the next financial year with their most ambitious projects to date—including Make Good – Pentabus' first-ever new musical about the post office scandal.

I am proud and delighted to be appointed as Chair of this remarkable organisation and look forward to even greater success and acclaim in this 50th anniversary year.

Nuala O'Kane

Nuala O'Kane
Chair of Trustees

PENTABUS ARTS LIMITED
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report together with the accounts for the year ended 31st March 2024.

Introduction

Pentabus is the Nation's Rural Theatre Company, touring world-class productions of newly commissioned plays to isolated communities throughout the UK. We champion universal access to outstanding new writing, aiming to rectify cultural inequality by bringing rural stories to both urban theatres and village halls. As a female-led company, our work has national recognition for commissioning and producing some of the UK's most exciting new work.

'A great example of the superb but often hidden work that takes place on the rural touring circuits and the essential contribution that Pentabus makes to rural cultural life.' - Lyn Gardner, Stagedoor

The year 2023/24 marks a significant milestone as we started our year celebration for our 50th anniversary and prepare to relocate to the newly refurbished Ludlow Assembly Rooms in April 2024. This move will enhance our accessibility to youth centres, schools, colleges, and the wider community, reflecting our ongoing commitment to cultural engagement.

We successfully toured two sold-out live productions and received national and international nominations and awards for our digital, theatre on film, productions. Our Young Writers programme, both locally and nationally, continues to go from strength to strength, and as ever, our Writers in Residence remain the beating heart of our creative process.

Despite the challenging financial climate, we secured invaluable three-year funding from Arts Council England. Additionally, our board welcomed six new trustees with expertise in finance, business, artistic engagement, digital, and HR, under the leadership of our new Chair, Nuala O'Kane.

We continue to diversify our income through innovative means such as hiring out our Artistic Director, offering paid workshops, and touring to more theatres to drive up income beyond the rural touring scheme set fees. Our small but dedicated team remains committed to supporting freelance artists and creatives, ensuring they thrive in the best possible conditions.

'Pentabus has been invaluable to progressing my career and finding my place within this industry. They have given me confidence and artistic tools which I will carry with me as I continue progressing. Lastly, they are a strong ally and advocate for accessibility within the arts, ensuring I'm heard, seen, and understood in an industry that can often be isolating.' - Indiana Lown-Collins, Director

As we look to the future, we welcome supporters, new and existing, to join us in making a profound impact on rural cultural life. Your support will help us continue to bring exceptional theatre to all corners of the UK, fostering a more inclusive and vibrant cultural landscape.

Objectives and activities

The objectives for which the charity is registered are to promote, maintain, improve and advance education particularly by the encouragement of the Arts including the arts of drama, ballet, music, singing, literature, sculpture and painting.

PENTABUS ARTS LIMITED
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The strategies employed to achieve the charity's aims and objectives are to:

- To develop and produce exceptional rural theatre by, with and for rural audiences
- To ensure diversity and inclusion across all our activity
- To deepen engagement and diversify our audiences
- To improve financial sustainability and diversify income
- To ensure robust and efficient use of all resources
- To create and maintain engagement with theatre for Young People

Vision

Brilliant bold new theatre for everyone

Mission

To create ambitious, celebratory and sustainable theatre – inspired by diverse rural voices for audiences throughout the UK and beyond

Public Benefit

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'. The touring theatre company relies on Arts Council funding, grants, donations, memberships and income from fees and charges to cover its operating costs.

The annual report gives a detailed description of the activities undertaken by the charity during the period to achieve its charitable purposes, and the Board are satisfied that all such activities provide public benefit.

ACHIEVEMENTS AND PERFORMANCE

2023-24 year has been an award-winning one for Pentabus, marking the beginning of our 50th Anniversary in January 2024. We produced two newly commissioned tours, *One Of Them Ones* and *Driftwood*, and presented a live production from our Young Writers local group, *Where Do We Go From Here?*. Additionally, we commissioned and re-released a variety of digital works, including the award-winning and nominated theatre/film hybrids, *The Silence and the Noise* and *DESTINY*. We also released new short digital plays, *Framed*, from our Young Writers National Group and a live capture of *Driftwood*. Throughout this time, we continued to support our Writers In Residence, Laura Waldren and Henry Maddicott.

As a small but mighty rural organisation, our contribution to the sector remains impressive. We received nominations and awards for four prestigious accolades, including international awards for *The Silence and the Noise* and *DESTINY*. We are proud to have offered 85 paid engagements to freelancers this year, bringing our total to 337 paid contracts over the past four years. These opportunities included work for creatives, artists, technicians, and facilitators. Each project also included paid commissions or development opportunities for emerging associate artists.

We are dedicated to sustainable theatre and actively work to reduce the environmental impact of our productions and operations. By implementing the Theatre Green Book, we ensure best environmental practices. In 2023, we began measuring our material usage, sources, and disposal methods to monitor and improve our practices. Additionally, all freelancers adhere to our sustainability framework and attend a briefing at the start of each project.

Furthermore, over 3,000 audience members experienced our live productions, with over 350 free tickets provided to under 25s, and more than 11,500 people engaged with our free online and digital projects. We reached nearly 1,000 young people through in-person engagement workshops throughout the year.

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Additionally, we are committed to accessibility, with *One Of Them Ones* featuring embedded audio description in every performance, and *Driftwood* integrating captions into every performance.

*'WOW! Brilliant words written on screen, as hard of hearing. Excellent. I loved the captions
Thank you.'* Audience Feedback *Driftwood*

Our achievements this year underscore our significant impact and reinforce our value in the sector. Our initiatives ensure continued growth and innovation in rural theatre, providing high-quality, accessible arts experiences to diverse audiences in both urban and rural settings.

During 2023/24 we delivered the following activities:

Productions

Throughout the year, we were busy touring and developing new writing projects. As always, we continued to tour rural areas, including village halls, and theatre spaces for our live productions. We also expanded our digital productions and continued to support emerging writers and artists.

One Of Them Ones

Our Spring 2023 production, *One Of Them Ones* by Charlie Josephine, toured from March to May 2023, to village halls, community spaces, and studio theatres receiving 4/5 star reviews. The play explored siblings in an isolated community grappling with gender identity. We engaged LGBTQIA+ audiences through workshops and targeted marketing and worked with Gendered Intelligence to enhance gender diversity understanding.

"I never get to see anyone who looks or feels like me on TV, in plays, in books. I'm excited there will be a story where we exist."

The National Theatre Studio supported a week of research and development. Rachel Twigg, Head of Studio, praised the sharing session as *"one of the most developed readings we have seen all year."*

The production received positive reviews:

'Sweet, touching, and frequently hilarious... portrays its characters' inner thoughts and progressions with empathy.' — 4.5stars The Reviews Hub

'Gloriously mischievous... thoughtful and provocative.' — 4 Stars LondonTheatre1

'Inspiring, accessible, stimulating. The dialogue reflected life in all its complexity.'
'Thoroughly engaging – exciting, dynamic, funny, thought-provoking.'

'The actors were fantastic. High-standard acting, amazing script, clever, stimulating, and unusual. A lovely and optimistic story.'

Driftwood

In Autumn 2023, we co-produced *Driftwood* by Tim Foley with Thickskin Theatre, directed by Neil Bettles and Elle While. This innovative play, set in Seaton Carew on the Northeast Coast, integrates high-concept physicality, video design, and creative captions. The play's successful rehearsed reading at the National Rural Touring Forum (NRTF) conference generated high demand, resulting in a five-week tour across rural venues as well as theatres as well as 4/5 Star Reviews

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'A beautiful and intimate piece of theatre, with Driftwood, Pentabus Theatre has once more shown how skilled they are, telling stories that are layered, absorbing and stay with you long after the show has finished, for all the right reasons.' 5 stars – One Show at A Time

'Pentabus have made a name for themselves... in the past few years...and this is another high-quality piece.' 4 Stars – Lous Reviews

We partnered with Arts Alive for promoter development workshops, engaging young promoters from Hereford College of Arts. This initiative, along with accessible auditions in Birmingham, enhanced our reach and inclusivity.

Due to its success, ThickSkin has proposed a revival for Spring 2025, aiming to scale up to larger venues for greater impact. The positive response and standing ovations affirm *Driftwood's* achievement in blending artistic innovation with meaningful community engagement.

Digital Work

The Silence and The Noise

The Silence and The Noise by Tom Powell tells an urgent, relevant story with warmth and humour, speaking to audiences about deprivation, love, betrayal and hope. It has garnered an excellent response following its online release, achieving over 2500 views and notable press coverage, as well as winning two film awards in Milan through the Broadstairs International Film Festival: Best Film and Best Actor (William Robinson) and an OFFIE (Off West End Award) for Best Online Production. The film has been praised for its storytelling and performances, receiving over 30 4/5-star reviews:

'A delicate, wretched love story that builds its tenderness and tragedy to create an almost epic quality.' 4 Stars — The Guardian

'Powell's script keeps you watching and guessing... Raw, brutal, twisted, and full of rich wordplay.' 4 Stars — Broadway World

'Both actors perform brilliantly... a thoughtful production that deals with a number of contemporary issues with uncompromising honesty.' 4 Stars — LondonTheatre1

"Although only an hour long *The Silence and the Noise* squeezes a tremendous emotional punch into the limited running time." 4 Stars - The Reviews Hub

DESTINY

DESTINY is a powerful, funny and moving monologue written and performed by Florence Espeut-Nickless, which takes us on a journey of a teenage girl's experience and response to abuses of power in many guises. Receiving recognition as The Guardian's pick for *The Best Theatre to Stream This Month* and nominated for an OFFIE (Off West End Award) in the Best Online Production, along with 4/5 Star Reviews.

'Captivating... thoroughly engaging from start to finish' - 5 Stars Love London Love Culture

'Fearless and audacious... subtle and layered.' 4 Stars – The Reviewers Hub

'A ferocious and confident storyteller... heartbreaking... compelling' 4* Independent

'Fiery and fearless... I was reminded of the work of Andrea Dunbar in tone and Shelagh Delaney in theme... deserves to be widely seen' 4* Lou Reviews

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Young People

Primary School Workshops

Pentabus continues to offer exciting school workshops to help pupils explore the curriculum in a fun and creative way. Led by theatre professionals and playwrights, the children create their own play about a chosen topic or book that the school is covering. Each school has six weekly sessions over the course of a half term, culminating in a final sharing session. Each session is 2 hours long and available to Key Stage 2 classes. Pentabus subsidises the workshops with support from Trusts & Foundations.

We delivered five six-week workshops to primary schools across Shropshire, Telford, and Powys. The project at Knighton School in Powys was part of the Knighton Supports Refugees initiative. We worked with 160 Key Stage 2 students, resulting in performances attended by over 650 audience members, including parents, teachers, and fellow pupils.

These workshops have been well received, with wonderful feedback:

'The children really enjoyed the sessions, thanks to your non-confrontational approach and ability to manage the group's neuro-diversity. You read the room well, used humour appropriately, and created a warm, open environment. As a result, the children remained engaged and never felt threatened or upset, even though the content was emotionally impactful. The rhetorical question that the young people asked at the end of their performance 'What would you do?' is now carrying through to the classroom. They're creating adverts for host families and asking others to put themselves into the position of a refugee. So, the work with Pentabus and the work in the classroom has come together really well. The classroom work has been enhanced by it.' - School Teacher Knighton

'When the pupils saw the Pentabus session on the timetable on a Monday morning, they all gave a punch in the air with a massive 'YES!' School Teacher Church Stretton

These workshops provide an innovative and impactful way for primary school pupils to engage with their curriculum through theatre. The positive feedback and observed benefits underscore the value of these workshops in fostering creativity, empathy, and enhanced learning in the classroom.

Pentabus Young Writers

Young Writers Local Programme

Our local Young Writers programme continues to be a success and a source of pride for Pentabus. We had nine participants engaged in this course. Our Head of Engagement, Andrew Sterry, and Peggy Ramsay/Film4 Writer in Residence, Henry Maddicott, co-facilitated these workshops.

One of the participants shared their experience:

'After leaving drama school the perception I had of my own writing was very judgmental. Being on the Pentabus Young Local Writer's Programme has filled me with more confidence in my writing, developed my skills and helped me rediscover my love for storytelling. To develop your work in a safe and open space feels truly rewarding, whilst being pushed to write beyond your own expectations and have the opportunity to watch it come to fruition by talented creatives. This course has put me back in my writing seat, and given me trusted mentors and friends who I hope to continue working with in the future. Thank you!' - Young Writer 2023

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The final professionally produced production, *Where Do We Go From Here?*, featured nine writers presenting their work in a brilliantly received production. It played for two nights at Ludlow Assembly Rooms to full audiences. The cast and creative team were exceptional, working tirelessly to bring the show together and highlight the ambition of the Young Writers.

'What an incredible evening of current, funny, dark, and intriguing writing! A must see.'
Audience Feedback

'Exceptional, well done to all – Funny, clever, interesting and current plays – so impressed, really.'
Audience Feedback

'Absolutely fantastic! Totally engrossed throughout all the plays. Massive congratulations to all the actors and writers! Incredibly impressed!' Audience Feedback

Our next cohort of Young Writers started in December 2023, with eight Young Writers. This group is facilitated by Head of Engagement Andrew Sterry and Writer Katie Elin-Salt. Their production will be in June 2024.

Young Writers National Group

Our National Young Writers Group in 2023 had eight participants who started the course, with six completing it. The final six pieces were exceptional and facilitated by our Head of Engagement, Andrew Sterry, and Clive Richards Foundation Writer in Residence, Laura Waldren. The pieces were filmed at English Touring Theatre (ETT), our partner for this project. With a brilliant design and production team and wonderful actors, it was a joy to bring the young writer's work to life. The Young Writers attended the shoot day and were thrilled to see their work being realised.

One participant shared:

'The filming was more incredible than I ever imagined. Being treated like a professional writer felt like a dream and has shown me that I can truly do this.'

Their short films were released as part of a Digital Season in January 2024, under the title *Framed*. They are still available to watch at [Framed](#). *Framed* was of such a high standard that it was featured in The Guardian's pick for *The Best Theatre to Stream This Month*.

Our next cohort of Young Writers National group is in partnership with Rural Media. They will bring an extensive level of expertise and experience to the digital format. We have offered eight places to emerging writers in our National Group. The course is being co-facilitated by Pentabus' Head of Engagement Andrew Sterry; Director Rachel Lambert, and Facilitator Elle Adams from Rural Media. The first session was delivered on 27 February 2024. Each writer will create three 90-second pieces of content to be shared on TikTok in September 2024.

Writer In Residence

The Clive Richards Foundation has kindly given Pentabus a fourth year of funding for the Writer in Residence bursary. From an exceptionally strong group we offered the residency to a playwright called Laura Waldren who started her residency in 2023. We were also awarded the Peggy Ramsay Channel 4 Playwright Scheme for Ludlow playwright Henry Maddicott with his play *Land of Lost Content* and he also started in 2023. We are delighted to have two playwrights in residence for the first time. Both have been invaluable mentors to our Young Writers. We employed Laura to direct two of the Young Writers pieces for the film *Framed*. We are delighted that Laura's play *Some Demon* has won the Papatango award and will

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be produced at the Arcola next spring/summer, Artistic Director Elle While supported her on the re-drafting process. Both Writers wrote a play each in their time at Pentabus.

We have submitted a request to The Jerwood Foundation to take over the funding of the Writer In Residence programme as it has reached its' final year as the Clive Richards Writer in Residence. We will hear about this in May 2024.

Artistic Commissions & Associate Artists

During the year, we were pleased to reappoint our Associate Artists: Anoushka Warden, Alessandra Davison, Liv Fowler, Nicki Miles Wildin, and Aled Gomer. We also initiated a seed commission for a community project by Stephanie Dale at Ludlow Castle, emphasising our dedication to fostering local artistic endeavours to a professional standard

To further develop our Autumn 2023 show, *Driftwood*, we commissioned Joel Horwood as Dramaturge, ensuring a refined and compelling narrative.

In preparation for our 50th Anniversary show, *Make Good – A New Musical*, about the post office scandal, we received invaluable support for development from the National Theatre's The Generate Programme and the Royal Shakespeare Company. We are thrilled to have Olivier-nominated Jim Fortune on board as the Composer and Lyricist, and Jeanie O'Hare as the Writer, promising an exceptional production in Autumn 2024.

Financial review

The Charity has seen its incoming resources increase by £37,146 to £418,458.

This is thanks to our principal funding sources, which are the Arts Council England NPO funding and grants from other organisations, including the Adlard Family Foundation, Alan and Karen Charitable Trust, Backstage Trust, Clive Richards Foundation, De Biousse Charitable Trust, The D'Oyly Carte Charitable Trust, Hall Garth Charitable Trust, Haystack Trust, Herefordshire Community Foundation, Millichope Foundation, and Weston Charity Awards.

The charity also has a small income stream from guarantees received from venues to which it tours shows throughout the year, plus Friends' memberships, individual donations, and business donations, which includes funds from BRITPART and Tanners Wines.

The charity has generated net income after movements in funds of £55,773 in 2024 compared to a net income in 2023 of £44,466. The current year includes relocation costs of £13,216.

Reserves policy

The Trustees review the charity's reserves policy on a regular basis and in doing so seek to make a realistic assessment of the expected future requirements in light of planned activities and expenditure, likely levels of income achievable and any major operational risks they may encounter.

The charity's overall reserves comprise of three elements being unrestricted, restricted and designated. The unrestricted reserves then have a further division between the general and contingency funds.

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Unrestricted Reserves

These reserves which include fixed assets of £9,281 (2023: £5,569) totalled £297,322 (2023: £253,354) at the year end. This is split between the General Fund - £31,223 (2023: £36,493) and Designated Funds, consisting of the Contingency fund - £65,000, Strategic Development Fund - £50,225, Future Artistic Programme Fund - £77,750, Trusts and Foundations Fund - £15,730, Theatre Tax Relief Fund - £38,819 and the 50th Anniversary Fund - £8,575.

The free reserves of the charity, calculated as unrestricted reserves less designated funds and fixed assets, was £21,942 (2023: £30,924).

General Fund (Unrestricted Reserves)

The general funds i.e. those that have not been designated for a specific purpose form part of the ongoing budgetary needs and will be used to cover upcoming operational expenditure over the medium term.

Designated Funds

Strategic Development Designated Fund

The charity established the Strategic Development Designated Fund in the 2016 financial year to support new premises, research and development, and capital purchases. In January 2024, Pentabus relocated from the Old School House, which was no longer suitable, to Ludlow Assembly Rooms. The move, funded by this Designated Fund, cost £18,801, including expenditure of £13,216 and capital equipment purchases of £5,585.

In addition to the move, the fund has been used for other one-off capital and programme costs, including an IT upgrade, new sound equipment, website redevelopment, a new photocopier, and writers' support. As of the end of the 2024 financial year, the balance of the Strategic Development Designated Fund is £50,225. This balance reflects Theatre Tax Relief claimed over the years, less depreciation on fixed assets. The Designated Fund comprises of Current Assets of £50,225.

Future Artistic Programme Fund

In May 2022, the charity established the Future Artistic Programme Fund with an initial allocation of £40,000 from general funds, as part of the Arts Council England National Portfolio funding application. In November 2023, an additional £40,000 was allocated from Theatre Tax Relief funds to enhance the artistic programme for 2023-2026, focusing on the 50th Anniversary celebrations in 2024 and Pentabus' first-ever musical.

During the 2023-24 financial year, £2,250 of the Future Artistic Programme Fund was spent. It is anticipated that the majority of this fund will be utilised by 2026, with £40,000 specifically earmarked for *Make Good*, the new musical scheduled for 2024.

Contingency Fund

The charity's policy is to maintain a contingency fund, aiming to accumulate reserves equivalent to between three and six months of operational expenditure. The Trustees believe that maintaining reserves at this level will allow the charity to continue its activities and fulfil all financial obligations in the event of a significant drop in funding. This period will also provide the necessary time to explore and secure alternative funding sources.

This policy aligns with best practices recommended by the Charity Commission and Arts Council England.

PENTABUS ARTS LIMITED
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Combined Designated Reserves

The combined Designated Reserves amount to £266,099 This total includes Strategic Development Fund Current Assets of £50,225, Future Artistic Programme Fund assets of £77,750, Contingency Fund of £65,000, Trusts and Foundations Designated fund of £24,305, Theatre Tax Relief Designated fund of £48,819 and the 50th Anniversary Designated fund of £8,575.

Restricted Funds

These reserves totalled £20,892 (2023: £9,087) at the year-end details of which are broken down in Note 10 to the financial statements.

Recruitment and appointment of new trustees

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association. The trustees shall be no less than 3 and no more than 20 in number. All members of the board who have served for 3 years must retire. Having retired, a trustee can offer themselves for re-election. New trustees are proposed and elected by a majority vote.

An induction process has been established for new Trustees. Separate meetings are arranged with the Chair and the Co-Directors. In addition, the trustees are presented with a list of board roles and responsibilities, a company handbook and company business plan and Charity Commission guidelines.

The Board updated the Memorandum and Articles of the Company in December 2022.

Board Appointments

There were seven new board appointments including a new chair in 2023/24 financial year; Isabel Culliss, Anne-Hélène Biosse Duplan, Joel Hall, Kieran O'Flaherty, Michelle Terry, Jacoba Williams and Nuala O'Kane as our new Chair.

Organisational Structure

During 2023/24 the company structure was as follows: Two Co-Directors (Artistic Director f/t and Executive Director f/t); Producer (f/t), Head of Engagement (p/t), Fundraising Manager from November 2023, and freelance Bookkeeper(p/t) & Social Media Specialist (p/t). The Co-Directorship is made up of an Artistic Director and an Executive Director who report to the Trustees at quarterly meetings. The Executive Director also acts as Company Secretary.

Pay and remuneration

Pay and remuneration of key management personnel are set against industry benchmarks for equivalent roles. Formal appraisals are held with all staff at twelve monthly intervals to discuss progress against the company business plan, check job descriptions against the day to day work of the employee, look at their professional development and address any concerns that may arise.

PENTABUS ARTS LIMITED
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those relating to the operations and finances of the company and are satisfied that systems and procedures are in place to mitigate exposure to major risks.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities.

TRUSTEES' RESPONSIBILITY STATEMENT

The trustees (who are also the directors of Pentabus Arts Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 13/12/2024 and signed on its behalf by:

Nuala O'Kane

.....
Ms N M O'Kane – Chair of Trustees

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
PENTABUS ARTS LIMITED**

Independent examiner's report to the trustees of Pentabus Arts Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2024.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

C Moelwyn-Williams

C Moelwyn-Williams BSc FCA

TCA (Shrewsbury) LLP
Third Floor
21 St Mary's Street
Shrewsbury
Shropshire
SY1 1ED

Date: *13th December 2024*

PENTABUS ARTS LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Voluntary income		245,905	41,000	286,905	298,208
Charitable activities	3				
General		64,920	-	64,920	22,726
Investment income	2	3,663	-	3,663	1,466
Other income		<u>62,970</u>	<u>-</u>	<u>62,970</u>	<u>58,912</u>
Total		<u>377,458</u>	<u>41,000</u>	<u>418,458</u>	<u>381,312</u>
EXPENDITURE ON					
Raising funds		784	-	784	634
Charitable activities					
Production and marketing		227,390	28,995	256,385	249,331
Personnel, travel and accommodation		51,133	-	51,133	53,728
Administration, property and legal		43,887	-	43,887	19,552
Depreciation and other expenses		1,241	200	1,441	2,976
Other expenditure		<u>9,055</u>	<u>-</u>	<u>9,055</u>	<u>10,625</u>
Total		<u>333,490</u>	<u>29,195</u>	<u>362,685</u>	<u>336,846</u>
NET INCOME		43,968	11,805	55,773	44,466
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>253,354</u>	<u>9,087</u>	<u>262,441</u>	<u>217,975</u>
TOTAL FUNDS CARRIED FORWARD		<u>297,322</u>	<u>20,892</u>	<u>318,214</u>	<u>262,441</u>

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements

PENTABUS ARTS LIMITED

STATEMENT OF FINANCIAL POSITION
31 MARCH 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
FIXED ASSETS					
Tangible assets	8	9,281	377	9,658	8,983
CURRENT ASSETS					
Debtors	9	66,119	-	66,119	79,241
Cash at bank		<u>247,584</u>	<u>20,515</u>	<u>268,099</u>	<u>240,128</u>
		313,703	20,515	334,218	319,369
CREDITORS					
Amounts falling due within one year	10	(25,662)	-	(25,662)	(65,911)
NET CURRENT ASSETS		<u>288,041</u>	<u>20,515</u>	<u>308,556</u>	<u>253,458</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>297,322</u>	<u>20,892</u>	<u>318,214</u>	<u>262,441</u>
NET ASSETS		<u>297,322</u>	<u>20,892</u>	<u>318,214</u>	<u>262,441</u>
FUNDS	11				
Unrestricted funds				297,322	253,354
Restricted funds				<u>20,892</u>	<u>9,087</u>
TOTAL FUNDS				<u>318,214</u>	<u>262,441</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2024.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 13/12/2024..... and were signed on its behalf by:

Nuala O'Kane

.....
Ms N M O'Kane - Chair of Trustees

The notes form part of these financial statements

PENTABUS ARTS LIMITED

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

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Financial reporting standard 102 - reduced disclosure exemptions

The charitable company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland':

- the requirements of Section 7 Statement of Cash Flows;
- the requirement of paragraph 3.17(d);
- the requirements of paragraphs 11.42, 11.44, 11.45, 11.47, 11.48(a)(iii), 11.48(a)(iv), 11.48(b) and 11.48(c);
- the requirements of paragraphs 12.26, 12.27, 12.29(a), 12.29(b) and 12.29A;
- the requirement of paragraph 33.7.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

- | | |
|----------------------------|--|
| - Improvements to property | 15% reducing balance |
| - Technical equipment | 15% reducing balance and 25% straight line |

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

PENTABUS ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES - continued

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at bank and in hand

Cash at bank and 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 deposit or similar account.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. INVESTMENT INCOME

	2024	2023
	£	£
Interest receivable	<u>3,663</u>	<u>1,466</u>

3. INCOME FROM CHARITABLE ACTIVITIES

	2024	2023
	£	£
Box office and other earned income	56,940	13,914
Fundraising income	6,031	6,868
Memberships	<u>1,949</u>	<u>1,944</u>
	<u>64,920</u>	<u>22,726</u>

4. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2024	2023
	£	£
Accountancy fees	4,650	3,500
Accountancy fees - prior year	2,136	-
Independent Examiner's fees	1,200	1,200
Depreciation - owned assets	4,910	2,976
Surplus on disposal of fixed assets	<u>-</u>	<u>(92)</u>

PENTABUS ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

During the year, Trustees expenses of £370 (2023: £641) were reimbursed.

6. STAFF COSTS

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

	2024	2023
Average monthly number of employees	<u>5</u>	<u>5</u>

No employees received emoluments in excess of £60,000.

7. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Voluntary income	228,779	69,429	298,208
Charitable activities			
General	22,726	-	22,726
Investment income	1,466	-	1,466
Other income	<u>58,912</u>	<u>-</u>	<u>58,912</u>
Total	<u>311,883</u>	<u>69,429</u>	<u>381,312</u>
EXPENDITURE ON			
Raising funds	634	-	634
Charitable activities			
Production and marketing	170,924	78,407	249,331
Personnel, travel and accommodation	53,728	-	53,728
Administration, property and legal	19,552	-	19,552
Depreciation and other expenses	2,874	102	2,976
Other expenditure	<u>10,625</u>	<u>-</u>	<u>10,625</u>
Total	<u>258,337</u>	<u>78,509</u>	<u>336,846</u>
NET INCOME/(EXPENDITURE)	53,546	(9,080)	44,466
Transfers between funds	<u>(753)</u>	<u>753</u>	<u>-</u>
Net movement in funds	52,793	(8,327)	44,466
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>200,561</u>	<u>17,414</u>	<u>217,975</u>
TOTAL FUNDS CARRIED FORWARD	<u>253,354</u>	<u>9,087</u>	<u>262,441</u>

PENTABUS ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

8. TANGIBLE FIXED ASSETS

	Improvements to property £	Technical equipment £	Totals £
COST			
At 1 April 2023	41,979	73,352	115,331
Additions	<u>2,116</u>	<u>3,469</u>	<u>5,585</u>
At 31 March 2024	<u>44,095</u>	<u>76,821</u>	<u>120,916</u>
DEPRECIATION			
At 1 April 2023	41,979	64,369	106,348
Charge for year	<u>317</u>	<u>4,593</u>	<u>4,910</u>
At 31 March 2024	<u>42,296</u>	<u>68,962</u>	<u>111,258</u>
NET BOOK VALUE			
At 31 March 2024	<u>1,799</u>	<u>7,859</u>	<u>9,658</u>
At 31 March 2023	<u>-</u>	<u>8,983</u>	<u>8,983</u>

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade debtors	4,608	2,261
Other debtors	59,189	73,513
VAT	-	2,426
Prepayments and accrued income	<u>2,322</u>	<u>1,041</u>
	<u>66,119</u>	<u>79,241</u>

Included within other debtors is £59,189 in relation to a Theatre Tax Relief claim for the financial year ended 31 March 2024. (2023 included a Theatre Tax Relief Claim of £16,103 in relation to 2021/22 and £57,409 in relation to 2022/23).

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade creditors	13,104	15,737
Social security and other taxes	3,144	2,022
VAT	597	-
Other creditors	2,967	2,967
Accruals and deferred income	<u>5,850</u>	<u>45,185</u>
	<u>25,662</u>	<u>65,911</u>

Included within accruals and deferred income in the prior year is £38,080 in relation to funding received in relation to the year ended 31 March 2024. This has been released in full during this financial year.

PENTABUS ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

11. MOVEMENT IN FUNDS

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
Unrestricted funds				
General fund	36,493	5,129	(10,399)	31,223
Designated - Strategic Development Fund	71,861	(13,216)	(8,420)	50,225
Designated - Future Artistic Programme Fund	80,000	(2,250)	-	77,750
Designated - Contingency reserve	65,000	-	-	65,000
Designated - Trusts and Foundations	-	15,730	-	15,730
Designated - Theatre Tax Relief	-	30,000	18,819	48,819
Designated - 50th Anniversary Fund	-	8,575	-	8,575
	<u>253,354</u>	<u>43,968</u>	<u>-</u>	<u>297,322</u>
Restricted funds				
Catalyst Evolve	8,510	(3,995)	-	4,515
The Haystack Trust	-	9,000	-	9,000
Idyll Asset Addition	577	(200)	-	377
The D'Oyly Carte Charitable Trust	-	4,000	-	4,000
Alan & Karen Grieve Charitable Trust	-	3,000	-	3,000
	<u>9,087</u>	<u>11,805</u>	<u>-</u>	<u>20,892</u>
TOTAL FUNDS	<u>262,441</u>	<u>55,773</u>	<u>-</u>	<u>318,214</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	323,153	(318,024)	5,129
Designated - Strategic Development Fund	-	(13,216)	(13,216)
Designated - Future Artistic Programme Fund	-	(2,250)	(2,250)
Designated - Trusts and Foundations	15,730	-	15,730
Designated - Theatre Tax Relief	30,000	-	30,000
Designated - 50th Anniversary Fund	8,575	-	8,575
	<u>377,458</u>	<u>(333,490)</u>	<u>43,968</u>
Restricted funds			
Catalyst Evolve	-	(3,995)	(3,995)
Clive Richards Foundation	7,500	(7,500)	-
Hereford Community Foundation	1,500	(1,500)	-
The Haystack Trust	20,000	(11,000)	9,000
Idyll Asset Addition	-	(200)	(200)
The D'Oyly Carte Charitable Trust	4,000	-	4,000
Alan & Karen Grieve Charitable Trust	8,000	(5,000)	3,000
	<u>41,000</u>	<u>(29,195)</u>	<u>11,805</u>
TOTAL FUNDS	<u>418,458</u>	<u>(362,685)</u>	<u>55,773</u>

PENTABUS ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

11. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
Unrestricted funds				
General fund	38,091	(845)	(753)	36,493
Designated - Strategic Development Fund	57,470	14,391	-	71,861
Designated - Future Artistic Programme Fund	40,000	40,000	-	80,000
Designated - Contingency reserve	<u>65,000</u>	<u>-</u>	<u>-</u>	<u>65,000</u>
	200,561	53,546	(753)	253,354
Restricted funds				
Catalyst Evolve	16,735	(8,225)	-	8,510
Clive Richards Foundation	-	3,500	(3,500)	-
Hereford Community Foundation	-	1,500	(1,500)	-
The Haystack Trust	-	15,000	(15,000)	-
Writer in Residence	-	(3,500)	3,500	-
Elmley	-	4,000	(4,000)	-
Hall Garth Charitable Trust	-	3,500	(3,500)	-
Spring Digital 22/23	-	(1,500)	1,500	-
Studio 22/23	-	329	(329)	-
Idyll Asset Addition	679	(102)	-	577
Young Writers	<u>-</u>	<u>(23,582)</u>	<u>23,582</u>	<u>-</u>
	17,414	(9,080)	753	9,087
TOTAL FUNDS	<u>217,975</u>	<u>44,466</u>	<u>-</u>	<u>262,441</u>

PENTABUS ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

11. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	254,474	(255,319)	(845)
Designated - Strategic Development Fund	17,409	(3,018)	14,391
Designated - Future Artistic Programme Fund	<u>40,000</u>	<u>-</u>	<u>40,000</u>
	311,883	(258,337)	53,546
Restricted funds			
Catalyst Evolve	-	(8,225)	(8,225)
Clive Richards Foundation	3,500	-	3,500
Hereford Community Foundation	1,500	-	1,500
The Haystack Trust	15,000	-	15,000
Writer in Residence	-	(3,500)	(3,500)
Elmley	4,000	-	4,000
Hall Garth Charitable Trust	3,500	-	3,500
Unlimited	41,600	(41,600)	-
Spring Digital 22/23	-	(1,500)	(1,500)
Studio 22/23	329	-	329
Idyll Asset Addition	-	(102)	(102)
Young Writers	<u>-</u>	<u>(23,582)</u>	<u>(23,582)</u>
	<u>69,429</u>	<u>(78,509)</u>	<u>(9,080)</u>
TOTAL FUNDS	<u><u>381,312</u></u>	<u><u>(336,846)</u></u>	<u><u>44,466</u></u>

PENTABUS ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

11. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
Unrestricted funds				
General fund	38,091	4,284	(11,152)	31,223
Designated - Strategic Development Fund	57,470	1,175	(8,420)	50,225
Designated - Future Artistic Programme Fund	40,000	37,750	-	77,750
Designated - Contingency reserve	65,000	-	-	65,000
Designated - Trusts and Foundations	-	15,730	-	15,730
Designated - Theatre Tax Relief	-	30,000	18,819	48,819
Designated - 50th Anniversary Fund	-	8,575	-	8,575
	<u>200,561</u>	<u>97,514</u>	<u>(753)</u>	<u>297,322</u>
Restricted funds				
Catalyst Evolve	16,735	(12,220)	-	4,515
Clive Richards Foundation	-	3,500	(3,500)	-
Hereford Community Foundation	-	1,500	(1,500)	-
The Haystack Trust	-	24,000	(15,000)	9,000
Writer in Residence	-	(3,500)	3,500	-
Elmley	-	4,000	(4,000)	-
Hall Garth Charitable Trust	-	3,500	(3,500)	-
Spring Digital 22/23	-	(1,500)	1,500	-
Studio 22/23	-	329	(329)	-
Idyll Asset Addition	679	(302)	-	377
Young Writers	-	(23,582)	23,582	-
The D'Oyly Carte Charitable Trust	-	4,000	-	4,000
Alan & Karen Grieve Charitable Trust	-	3,000	-	3,000
	<u>17,414</u>	<u>2,725</u>	<u>753</u>	<u>20,892</u>
TOTAL FUNDS	<u>217,975</u>	<u>100,239</u>	<u>-</u>	<u>318,214</u>

PENTABUS ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

11. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	577,627	(573,343)	4,284
Designated - Strategic Development Fund	17,409	(16,234)	1,175
Designated - Future Artistic Programme Fund	40,000	(2,250)	37,750
Designated - Trusts and Foundations	15,730	-	15,730
Designated - Theatre Tax Relief	30,000	-	30,000
Designated - 50th Anniversary Fund	<u>8,575</u>	<u>-</u>	<u>8,575</u>
	689,341	(591,827)	97,514
Restricted funds			
Catalyst Evolve	-	(12,220)	(12,220)
Clive Richards Foundation	11,000	(7,500)	3,500
Hereford Community Foundation	3,000	(1,500)	1,500
The Haystack Trust	35,000	(11,000)	24,000
Writer in Residence	-	(3,500)	(3,500)
Elmley	4,000	-	4,000
Hall Garth Charitable Trust	3,500	-	3,500
Unlimited	41,600	(41,600)	-
Spring Digital 22/23	-	(1,500)	(1,500)
Studio 22/23	329	-	329
Idyll Asset Addition	-	(302)	(302)
Young Writers	-	(23,582)	(23,582)
The D'Oyly Carte Charitable Trust	4,000	-	4,000
Alan & Karen Grieve Charitable Trust	<u>8,000</u>	<u>(5,000)</u>	<u>3,000</u>
	<u>110,429</u>	<u>(107,704)</u>	<u>2,725</u>
TOTAL FUNDS	<u><u>799,770</u></u>	<u><u>(699,531)</u></u>	<u><u>100,239</u></u>

Designated Funds

Contingency Reserve

The Contingency Reserve has been built up year on year in relation to the Trustees' policy as 'wrap-up' monies linked to Arts Council England's NPO funding agreement. Further information can be found in the Trustees' Report.

Strategic Development Fund

The original Strategic Development Designated Fund was created in the 2016 financial year by the charity for future strategic development, to support new premises, research and development costs and capital purchases. In September 2016 the Board agreed to transfer the Theatre Tax Relief claim monies to this fund as the money cannot be guaranteed to continue because it is subject to Government policy.

Future Artistic Programme Fund

In 2021-22 the Board created a new designated Future Artistic Programme Fund, more detail of which can be found in the Trustees Report.

PENTABUS ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued **FOR THE YEAR ENDED 31 MARCH 2024**

11. MOVEMENT IN FUNDS - continued

Trusts and Foundations Fund

The Trust and Foundation fund includes income from funds allocated but not spent in 2023/24, which are designated for use in the coming years. These funds are to be spent on future work, salary & organisational costs including but not limited to initiatives such as Make Good, Young Writers, Studio, Community Engagement, Driftwood and Overheads. The fund is made up of the following balances:

- Backstage Trust	£10,000
- Millichope Foundation	£4,230
- Adlard Charitable Trust	£500
- De Biousse Charitable Trust	£1,000

Theatre Tax Relief Fund

The board has designated £48,819 from our Theatre Tax Relief funds for use in 2024/25. This vital support will help address funding shortfalls from trusts and foundations, heightened by rising inflation. While these funds provide stability and address immediate challenges, sustained core funding remains essential for our growth and long-term impact. With strengthened support, we can deliver even greater value to our community, stakeholders, and beneficiaries.

50th Anniversary Fund

This fund has been designated towards the 50th Anniversary year from donations made by the public to be used for events and marketing for extra celebratory activities. This will be spent during the financial year ended 31 March 2025.

The Designated fund balance at the 2024 year end is £266,099 (2023: £151,861).

Restricted Funds

Catalyst Evolve

The Charity participated in Arts Council England's three-year Catalyst Evolve programme, which concluded in 2019. This initiative enabled match-funding for donations and partnerships to grow income streams. In 2024, £3,995 was spent from these funds, leaving a balance of £4,515 to be carried forward to 2025. Additionally, £577 from restricted asset additions in 2021-22 is included in the carried forward balance.

Alan & Karen Grieve Charitable Trust

This fund of £8,000 is restricted to our Pentabus Young Company, supporting all of our work with young people.

Herefordshire Community Foundation

This fund of £1,500 is restricted for Pentabus Young Company activities in Herefordshire.

The D'Oyly Carte Charitable Trust

This fund of £4,000 is restricted to the Make Good project for a Choir Leader and will be spent in 2024/25.

Transfers between funds

The transfers shown within the prior year reflect the fact that income is shown by donor and the expenditure shown by fund. Each income amount is expended on its specified purpose but this allows additional information on source and purpose to be displayed.

PENTABUS ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

12. EMPLOYEE BENEFIT OBLIGATIONS

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £2,899 (2023: £2,966). Contributions totalling £nil (2023: £nil) were payable to the fund at the balance sheet date.

13. RELATED PARTY DISCLOSURES

During the year, the Charity received donations from Trustees totalling £324 (2023: £240) and donations from Key Management Personnel totalling £42 (2023: £42).

The Charity has received grant funding during the year from The Haystack Trust, totalling £20,000. (2023: £15,000). Mr R H Burbidge, a Trustee of the Charity during the year (resigned 1 April 2024) is also a Trustee of The Haystack Trust.

Pentabus Reserves Statement

Our latest accounts (to **31 March 2024**) show **£318,214** in total funds, with reserves **designated** and **not available** for the Youth Theatre.

These include:

- **Contingency Fund (£65,000)** – rising to **£80,000** over three years to cover 3–6 months of core operating costs, as required by our **Arts Council England** grant.
- **Strategic Development Fund (£50,225)** – as per accounts, spent on relocation to Ludlow Assembly Rooms, website, technical equipment and capital upgrades.
- **Future Artistic Programme Fund (£77,750)** – spent mostly on *Make Good* (50th Anniversary musical) and committed to future new writing rural touring work, not youth activity
- **Theatre Tax Relief Fund (£48,819)** – covering inflation and wage increases, and offsetting the gap created by **no Arts Council uplifts** (past 10 years and ongoing)
- **50th Anniversary Fund (£8,575)** – fully spent on *Make Good*, our anniversary musical

Free reserves (£21,942) are held for cash flow and will be transferred into the **Contingency Fund** to meet rising costs.

All reserves are fully committed, so **cannot support the Youth Theatre**. We are therefore seeking **£5,000 from Ludlow Town Council** to deliver this vital local project.

Item 14.

SAFER NEIGHBOURHOOD TEAM POLICING
PRIORITIES

LUDLOW LOCAL POLICING COMMUNITY CHARTER

From: Susan Cooke <susan.cooke@westmercia.police.uk>

Sent: 08 October 2025 17:41

To: Gina Wilding <townclerk@ludlow.gov.uk>

Subject: Parish Contact Contract

Good evening,

Please find attached the Community Charter 6-month review form.

Kindly review the **top three community issues** listed and confirm whether they remain the same or amend them as appropriate. Once completed, please return the form to this email address Ludlow.snt@westmercia.police.uk at your earliest convenience.

Thank you for your continued support.

Best regards,

Ludlow SNT

Ludlow.snt@westmercia.police.uk



West Mercia Police Community Charter

Parish Contact Contract

☒ INITIAL CONTRACT

RENEWED CONTRACT

Parish Council: LUDLOW Urban			
Contract Date: 01/10/2025		6 Month Review Date: 30/03/2026	
Council Chair	Di Lyle	Tel:	Email: councillor.lyle@ludlow.gov.uk
Council Clerk	Gina Wilding	Tel: 0797179 8131	Email: townclerk@ludlow.gov.uk
PC / PCSO	Sue Cooke	Tel: 07890 912910	Email: ludlow.snt@westmercia.pnn.police.uk
Top 3 community issues			
1	2	3	
Drugs	Anti-Social Behaviour	Anti-Social Driving	
Other Comments	Also mentioned as a priority was COMMERCIAL THEFT		
Agreed contact	Contact type Meeting	Contact Frequency MONTHLY	

PLEASE SEND A COPY OF THE COMPLETED FORM TO YOUR PARISH COUNCIL CHAIR & CLERK, YOUR Local SNT AND TO THE PREVENTION HUB TEAM EMAIL BOX

Item 15.

SHROPSHIRE COUNCIL PARKING CHARGES
CONSULTATION

Helen Jones

From: Gail Power <Gail.Power@shropshire.gov.uk> on behalf of ALC
<ALC@shropshire.gov.uk>
Sent: 07 October 2025 11:09
Subject: FW: Briefing note to T&PC Mailing list
Attachments: Parking Tariff Briefing Note FINAL.pdf

Forwarded to Shropshire Town and Parish Councils on behalf of Shropshire Council, for information.
cc: SALC Executive Committee

Hello All

Please find attached Briefing Note that sets out the rationale for changes to the parking tariffs across the county. This is being communicated with you following engagement with the Portfolio Holder; and in advance of the public notice on the tariff change on Wednesday this week.

This is phase one of a two phase approach. Over the next few months there will be stakeholder engagement with yourselves and wider elected members, the BID and the public to look at how we can work together to improve parking services in Shropshire.

Best wishes

*Andy Wilde
Service Director
Infrastructure*

If you would like more information about Shropshire Council services, please [visit our website](#) or [sign up for email updates](#)



If you are not the intended recipient of this email please do not send it on
to others, open any attachments or file the email locally.
Please inform the sender of the error and then delete the original email.

Shropshire Council – Adjustments to Parking Tariffs

Responsible Officer Andy Wilde, Service Director - Infrastructure
E-mail: Andy.wilde@Shropshire.gov.uk

1. Introduction

This report sets out the rationale for the variation of parking tariffs across Shropshire Council's on-street and off-street parking facilities. The proposal is informed by the Council's statutory obligations, emerging local transport policy objectives, and the need to ensure the continued maintenance and improvement of parking assets. It also reflects the first stage of a wider parking review, as approved by committee in December 2024.

These adjustments do not impact on chargeable hours, days of operation or caps.

Surplus revenue generated from parking charges is ring-fenced for reinvestment in transport services, road improvements, and environmental enhancements, in line with statutory requirements. This means that central funding can be prioritised elsewhere.

2. Background and Rationale

Parking charges across Shropshire have remained unchanged since an inflationary increase on 31st October 2022. During this period, the Council has faced increasing costs associated with the upkeep, management, and improvement of parking infrastructure. The absence of tariff increases has also resulted in a funding gap, limiting the Council's ability to invest in essential maintenance and enhancements, including investments in the improvement to the Park & Ride network. This has, in part, been subsidised by general funds.

The changes are necessary to:

- Support investment in transport services, road improvement and environmental enhancements.
- Enable ongoing investment in infrastructure;
- Support the delivery of the emerging Local Transport Plan (LTP) objectives, including modal shift, congestion reduction, and improved air quality;
- Sustain the quality and safety of parking assets;
- Resource team structure to a satisfactory level to sustain current and future operational requirements;
- Ensure compliance with the Road Traffic Regulation Act 1984, which requires that surplus parking revenue be reinvested in transport and environmental improvements.

3. Details of the Changes

In accordance with Section 35C and Schedule 9 of the Road Traffic Regulation Act 1984, Shropshire Council proposes to vary parking charges at its on-street and off-street locations. The new charges will take effect 21 days after the publication of the statutory notice.

Summary of New Charges for Bands 1 to 5 (Band 6 is to remain at current price):

Town	Location	Band	Hours of charging	Chargeable days	Charges per hour Mon to Sat	Charges per hour Sunday's & Bank holidays
Shrewsbury	Shrewsbury On Street	BAND 1	8am - 6pm	everyday	£3.60	£3.60
	Bridge Street	BAND 2	8am - 6pm	everyday	£2.80	£1.40
	The Gap	BAND 2	8am - 6pm	everyday	£2.80	£1.40
	St Austins Street	BAND 2	8am - 6pm	everyday	£2.80	£1.40
	Quarry Fitness Centre	BAND 2	8am - 6pm	everyday	£2.80	£1.40
	Ravens Meadow **	BAND 2	24 hours	everyday	£2.40	£2.40 FIXED FEE
	St Julians Friars	BAND 3	8am - 6pm	everyday	£1.40	£0.70
	Frankwell Main, Quay, Riverside*	BAND 4	8am - 6pm	Mon - Sat	£1.20	FREE
	Abbey Foregate	BAND 5	8am - 6pm	Mon - Sat	£0.70	FREE
	Shirehall Overflow	BAND 5	8am - 6pm	Mon - Sat	£0.70	FREE
Ludlow	Ludlow On Street (Red Zone)	BAND 2	8am - 6pm	everyday	£2.80	£2.80
	Castle Street	BAND 3	8am - 6pm	everyday	£1.40	£0.70
	Ludlow On Street (Blue Zone)	BAND 4	8am - 6pm	everyday	£1.20	£1.20
	Galdeford A	BAND 5	8am - 6pm	Mon - Sat	£0.70	FREE

	Galdeford B	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
	Smithfield Ludlow	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
Church Stretton	Easthope Road 1- 4	BAND 5	8am - 6pm	Mon - Sat	£0.70	FREE
	Crossways	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
Bridgnorth	Sainsburys	BAND 3	8am - 6pm	everyday	£1.40	£0.70
	Listley Street North & South	BAND 3	8am - 6pm	everyday	£1.40	£0.70
	Riverside	BAND 4	8am - 6pm	Mon - Sat	£1.20	FREE
	Innage Lane	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
	Severn Street	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
Town	Location	Band	Hours of charging	Chargeable days	Charges per hour Mon to Sat	Charges per hour Sunday's & Bank holidays
Much Wenlock	Back Lane	BAND 4	8am - 6pm	Mon - Sat	£1.20	FREE
	St Marys Lane	BAND 5	8am - 6pm	Mon - Sat	£0.70	FREE
	Falcons Court	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
	New Road	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
Oswestry	Festival Square	BAND 3	8am - 6pm	everyday	£1.40	£0.70
	Oswald Road	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
	Oak Street	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
Ellesmere	Mereside On Street	BAND 3	8am - 6pm	Mon - Sat	£1.40	FREE
	Talbot St, Cross St, Sparbridge	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
Wem	High, Leek Street	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE

	Mill Street	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
Whitchurch	Castle Hill	BAND 5	8am - 6pm	Mon - Sat	£0.70	FREE
	Pepper Street	BAND 5	8am - 6pm	Mon - Sat	£0.70	FREE
	Newtown	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
	St Johns Street	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
	Brownlow Street	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
Prees	Prees	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE
Market Drayton	Frogmore Road	BAND 5	8am - 6pm	Mon - Sat	£0.70	FREE
	Queen Street	BAND 5	8am - 6pm	Mon - Sat	£0.70	FREE
	Towers Lawn 1 & 2	BAND 6	8am - 6pm	Mon - Sat	£0.40	FREE

***Frankwell Riverside 3hr max stay.**

**** Ravens Meadow 6pm to 8am evening charges capped at 2 hours at £2.40per hour (£4.80)**

Discounted weekly, season, & resident season tickets are available on car parks bands 4, 5, & 6 (except St Julians)

The Council has made a decision not to increase tariffs to Band 6, in order to support the viability of smaller town centres. All the tariff increases proposed are the same or lower than the Cabinet Decision agreed in December 2024.

There is no removal of the 8-hour charging cap where this applies, specifically in Bands 4 and 5 – Frankwell Main, Quay, Shirehall Overflow and Abbey Foregate. There is no extension to charging hours or days, so Bands 4 and 5 remain free on Sundays and Bank and Public Holidays. In Bands 4 and 5, where they apply, the weekly tickets and resident and season tickets will remain.

4. Economic and Policy Alignment

4.1 Economic Justification

The new charges will ensure that parking provision remains sustainable and self-financing, reducing the burden on general Council funds. The increases reflect the cumulative impact of inflation and rising operational costs. Without these adjustments, the Council would be unable to maintain parking assets to an acceptable standard or invest in improvements, including the Park & Ride system.

Inflation and Rising Costs

Bands 1 and 2 will see the largest increase in this review, with the standard tariff rising from £2.80 - £3.60 for band 1 on street and £2.00 to £2.80 for band 2 on and off street. This adjustment is justified by several interrelated factors.

Since the last tariff review in 2022, the cumulative impact of inflation has significantly increased the costs associated with the operation, maintenance, and improvement of Shropshire's parking assets. Over this period specific costs for utilities, materials, and labour in the public sector have increased sharply. The proposed increase is therefore not only a response to inflation but also ensures that the Council can continue to provide safe, well-maintained, and accessible parking facilities.

Sustaining Investment in Parking Infrastructure

The additional revenue generated by this increase will be directly reinvested into the maintenance and enhancement of car parks, ensuring that facilities remain fit for purpose and meet the expectations of residents, businesses, and visitors. This includes essential repairs, resurfacing, improved lighting and security, and the ongoing development of digital payment options. Without this adjustment, the Council would be unable to maintain these standards or invest in future improvements.

Supporting Strategic Transport Objectives

The increase aligns with the objectives of Shropshire's emerging Local Transport Plan, which seeks to encourage sustainable travel choices and reduce congestion in town centres. By ensuring that parking charges more accurately reflect the true cost of provision, the Council can better manage demand, promote turnover of spaces, and support the use of alternative modes of transport, such as Park & Ride services. This is supported by the recently increased frequency at the Shrewsbury Park & Ride sites, with a bus every 12 minutes at peak times (8am to 5pm Monday to Friday, and 10am to 4pm on Saturday).

The Council needs to promote the transport hierarchy and actively encourage alternative modes of transport where feasible for all journeys. In terms of price and availability this needs to be clearly and consistently promoted. For example, Oxon Park and Ride is a great location to service Shrewsbury town centre Monday to Saturday and for £2 a day return or £1 return for concessions this now compared to £1.20 an hour at Frankwell Main up to a maximum of £9.60 a day should encourage a change in transport mode. If one looks at this in terms of four people in a car the use of park and ride is now cheaper than staying all day in Frankwell and the pricing model should help move the motorist and help reduce town centre congestion and air pollution.

4.2 Policy Context

The proposals are consistent with Shropshire's emerging Local Transport Plan and Parking Strategy, which seek to:

- Promote sustainable travel and modal shift;
- Reduce congestion, particularly in sensitive areas such as Shrewsbury's river loop;
- Improve air quality and public health;
- Support the economic vitality of town centres by ensuring a regular turnover of parking spaces.

Surplus revenue generated from parking charges is ring-fenced for reinvestment in transport services, road improvements, and environmental enhancements, in line with statutory requirements.

5. Phased and Evidence-Based Approach

The tariff increases are part of a phased and carefully considered review, approved by committee in December 2024. It represents the first stage of a wider parking strategy, with further consultation and review planned to ensure that all future changes are fair, transparent, and responsive to the needs of local communities.

The Council recognises the potential impact of increased charges on local businesses and residents. To mitigate this, the decision has been made not to increase Band 6 tariffs, thereby supporting the viability of smaller town centres, and limiting rises on Band 5 tariffs. The Council commits to a renewed dialogue with stakeholders to ensure that future parking policy continues to balance economic, social, and environmental objectives.

6. Additional Considerations

Whilst undertaking this review the Council appreciates that some settlements within our rural County present challenges for those wishing to use public transport, cycle or walk to the town centres or other destinations. The Council will continue to encourage further use of Park & Ride to promote the transport hierarchy and reduce town centre congestion. This aligns with the principles of the Shrewsbury Movement and Public Space Strategy. Investing in future park and ride or park and stride schemes will require investment which the proposed tariff increases can assist in supporting.

Car park season tickets are available in bands 4,5 and 6 and can offer flexibility for workers and businesses. For example, a permit could be shared between two or more workers if they work at different times. The permit owner would need to assign the correct vehicle registration mark for the vehicle parked to ensure no penalty charge is issued but by sharing a permit this could help provide a more suitable and more cost effective option where other modes of transport are not suitable for the working day or the business.

Park and Ride frequency was increased on Saturday 28th June during peak hours to help support the town centre as a first step in its modernisation. The frequency was increased from 20 minutes to 12 minutes during peak hours. Passenger numbers are being monitored. The cost is £2 return with an end date of the contract on 28/10/26, with concessions at £1 return. Arriva offers a £32 saver ticket for 28 days which is more competitive than the new £40 weekly ticket in Frankwell Main Car Park and this supports the transport hierarchy.

7. Town Centres, Businesses, and the Economy

The proposed changes will:

- Ensure that Shropshire Council is able to continue to invest in transport services, road improvements, and environmental enhancements. Protecting general funds for other essential services.
- Ensure the continued maintenance and improvement of parking assets;
- Support the economic vitality of town centres by improving the turnover and availability of parking spaces;
- Enable investment in Park & Ride and alternative transport options, enhancing accessibility for all;
- Contribute to the achievement of Local Transport Plan objectives, including reduced congestion and improved air quality.

8. Next Steps

This variation represents the first stage of the parking review, implementing tariff increases approved by committee in December 2024. The second stage will involve a comprehensive review of the wider proposals, including stakeholder engagement and consultation to ensure that any future changes are fair, transparent, and evidence-based.

9. Conclusion

The Council recognises that there may be concerns from residents, businesses, and visitors regarding the impact of parking charges. The decision not to increase Band 6 tariffs reflects a commitment to supporting the viability of smaller town centres. The decision to limit the increase to Band 5 tariffs means that cheaper options for longer stays are available. The improvements to Park and Ride services in Shrewsbury provide an enhanced option which was not available when increases were first proposed in 2024.

The proposed parking charge increases are however necessary to ensure the sustainability of Shropshire's parking infrastructure, support ongoing investment, and align with local transport and economic objectives.

The Council remains committed to balancing the needs of residents, businesses, and visitors, and to ensuring that parking provision supports the long-term vitality of Shropshire's communities.

ROAD TRAFFIC REGULATION ACT 1984
NOTICE OF VARIATION OF ON STREET & CAR PARK CHARGES

NOTICE IS HEREBY GIVEN that Shropshire Council, in exercise of its powers under sections 35C and 46A of the Road Traffic Regulation Act 1984, is making changes to the charges for the use of on-street pay and display parking places and the charges to park in certain off-street parking places (car parks).

The new charges are detailed below and will come into effect from Monday 3rd November 2025.

The following changes will be made to on-street pay and display charges:

Band Hierarchy	Town	Name of Parking Place	Current charges (per hour)	New charges (per hour)
Band 1	Shrewsbury	Shrewsbury On Street, Pay and Display	£2.80	£3.60
Band 2	Ludlow (Red Zone)	Ludlow On-Street (Red Zone), Pay and Display	£2.00	£2.80
Band 3	Ellesmere	Ellesmere Pay and Display (Mereside)	£1.20	£1.40
Band 4	Ludlow (Blue Zone)	Ludlow On-Street (Blue Area), Pay and Display	£0.80	£1.20

The following changes will be made to the charges in off-street car parks:

Band 2 - Car Parks

Shrewsbury

- Quarry swimming & fitness centre
- Bridge Street
- St Austin's Street
- The Gap

Days / charging period	Current charges (per hour – unless otherwise stated)	New charges (per hour – unless otherwise stated)
Monday to Saturday except Bank and Public Holidays	£2.00	£2.80
Sundays and Bank and Public Holidays	£1.00	£1.40

Band 2 – Multi- Storey Car Park

Shrewsbury

- Raven Meadows Multi-Storey

Days / charging period	Current charges (per hour – unless otherwise stated)	New charges (per hour – unless otherwise stated)
Monday to Saturday except Bank and Public Holidays	£2.00	£2.40
Sundays and Bank and Public Holidays	£2.00 – per day	£2.40 – per day

Band 3 - Car Parks

Bridgnorth:

- Listley Street (North & South)
- Sainsburys

Ludlow:

- Castle Street

Oswestry:

- Festival Square

Shrewsbury:

- St Julian's Friars

Days / charging period	Current charges (per hour – unless otherwise stated)	New charges (per hour – unless otherwise stated)
Every day (except Sundays and Bank and Public Holidays)	£1.20	£1.40
Sundays and Bank and Public Holidays	£0.60	£0.70
12-month resident's permit (St Julian's Friars only)	£512 per year	£768 per year

Band 4 - Car Parks

Bridgnorth:

- Riverside

Much Wenlock:

- Back Lane

Shrewsbury:

- Frankwell Main
- Frankwell Quay
- Frankwell Riverside

Days / charging period	Current charges (per hour – unless otherwise stated)	New charges (per hour – unless otherwise stated)
Every day (except Sundays and Bank and Public Holidays when parking remains free)	£0.80	£1.20
The below apply to Frankwell Main, Back Lane and Riverside car parks only		
Weekly ticket	£27 for 7 days	£40 for 7 days
One month season ticket	£94 for 1 month	£140 for 1 month
Three months season ticket	£240 for 3 months	£360 for 3 months
Six months season ticket	£400 for 6 months	£600 for 6 months
Twelve months season ticket	£640 for 12 months	£960 for 12 months
Twelve months residents permit	£512 for 12 months	£768 for 12 months

Band 5 - Car Parks

Church Stretton:

- Easthope Road

Ludlow:

- Galdeford (Zone A)

Market Drayton:

- Frogmore Road
- Queen Street

Much Wenlock:

- St Mary's Lane

Shrewsbury:

- Abbey Foregate
- Shirehall Overflow

Whitchurch:

- Castle Hill
- Pepper Street

Days / charging period	Current charges (per hour – unless otherwise stated)	New charges (per hour – unless otherwise stated)
Every day (except Sundays and Bank and Public Holidays when parking remains free)	£0.60	£0.70
Weekly ticket	£20 for 7 days	£24 for 7 days
One month season ticket	£70 for 1 month	£82 for 1 month
Three months season ticket	£180 for 3 months	£210 for 3 months
Six months season ticket	£300 for 6 months	£350 for 6 months
Twelve months season ticket	£480 for 12 months	£560 for 12 months
Twelve months residents permit	£384 for 12 months	£448 for 12 months

Shropshire Council
 The Guildhall
 Frankwell Quay
 Shrewsbury
 Wednesday 8th October 2025

Item 17.

EFFICIENCY REVIEW



EFFICIENCY REVIEW

Report No. FC/25/24

**Full Council
20th October 2025**

1. INTRODUCTION

- 1.1 This report explains the recommendation from Staffing Committee on 18th September 2025 and suggests next steps.

2. RECOMMENDATION

- 2.1 To approve the recommendation from Staffing Committee
- 2.2 To create an Efficiency Review Task and Finish Group and appoint membership.
- 2.3 That the T&F Group draft full terms of reference for approval, consider the timetable of action, assess the offer from LCC, and report back to Full Council.

3. BACKGROUND

- 3.1 Staffing Committee considered the following information on 18th September 2025:

Draft terms of Reference for Efficiency Review

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

Council Review – 6-Month Timeline & Milestones

Month 1 – Preparation & Scoping

- Send preparatory email to staff to start open communication
- Staffing Committee to propose review to Full Council.
- Full Council approval to begin review – set up working group.
- Agree scope (covering markets, cemetery, play areas, open spaces, toilets, museum, events, public meetings, street trading, offices).
- Define roles of Staffing and P&F Committees.
- Publish clear communication to staff and councillors about aims of review.

Month 2 – Information Gathering (Part 1)

- Service mapping: workload, staffing, and key challenges for each area.
- Collect operational data (markets, burials, grounds work, Christmas lights, museum visitors, events, etc.).
- Launch confidential staff survey and/or small group discussions.
- Consider engaging a consultant.

Month 3 – Information Gathering (Part 2)

- Councillor workshop to build understanding of council services.
- Benchmark against similar councils.
- Begin compiling findings into themed areas (staffing, processes, technology).

Month 4 – Analysis

- Assess duties/objectives, management structure, staffing levels/skills, and processes across all service areas.
- Identify gaps, strengths, and risks.
- Explore technology options (e.g. online bookings, records management, maintenance scheduling).

Month 5 – Options & Draft Recommendations

- Develop improvement options for each service area.
- Evaluate costs, benefits, and risks.
- Draft recommendations with priority actions.
- Share emerging themes informally with staff to maintain transparency.

Month 6 – Reporting & Agreement

- Finalise report with findings and recommendations.
- Review through Staffing and P&F Committees.
- Present final report to Full Council for decision.

- Communicate agreed actions to staff and residents.
- Develop implementation plan with timelines and responsibilities.

Communication to Staff:

The Council is considering a review to look at how we work as an organisation and how we can best serve the residents of Ludlow. It is in everyone's best interests to be open about this process from the outset.

If approved, the review will look at:

- the duties and objectives of the Council,
- our management structure,
- whether staffing levels, skills, and experience are adequate for the work we do,
- how effective our processes are (and whether there might be alternative approaches),
- and how technology might be used to make us more efficient.

The aim of the review is simply to make sure that the council gives the best possible value to the residents of Ludlow.

This is not about criticising individuals but about looking at the organisation as a whole, identifying what works well and where we can do better. Your knowledge, experience, and ideas will be very important in shaping the outcome.

Locally, circumstances are changing around us. Only last week, Shropshire Council announced in the press that they are facing significant financial challenges, which will inevitably affect their ability to deliver local services. This means that, alongside maintaining our current efficiency, we also need to consider how the council can adapt to these changing circumstances.

The first stage will be consideration by Staffing Committee, on 18th September, of conducting a review and their recommendation to Full Council. We will keep you updated as the process moves forward and make sure there are opportunities for you to contribute your thoughts.

Thank you for your continued hard work and commitment.

4. CURRENT SITUATION

4.1 Staffing Committee made the following decision:

ST/42 EFFICIENCY REVIEW RESOLVED ISB/DL (unanimous)

That the Efficiency Review is passed to Full Council for further discussion and approval.

- 4.2 The town clerk made initial inquiries with Local Council Consultancy (LCC) to find out what support they may be able to offer to assist the council's process.

About Us

Local Council Consultancy (LCC) was launched in late 2018 by the Society of Local Council Clerks (SLCC) as an additional capability to the advisory and membership services. With the aim to be the first-choice provider for locum and consultancy services in the local council sector, LCC provide a value for money, sector specific consultancy and locum service.

About SLCC

Founded in 1972, SLCC has gone from strength to strength and has a membership representing over 5000 local councils in England and Wales. The vision and ethos are to provide training, guidance, advice, and support to members so that they can develop the professional skills, knowledge and experience necessary for them to best serve their councils and communities; and through this develop the overall recognition and status of the profession. SLCC provides expertise and guidance, professional training and qualifications, conferences, news, and publications as well as networking opportunities.

Our Aims

LCC aims to deliver bespoke solutions within local councils by improving, informing, and investing in the sector through a value for money and unique 'profit for purpose' philosophy. We do this by:

Improving the sector by:

- Providing high quality, professional locums for short-medium-or long- term assignments.
- Identifying needs and delivering solutions within the sector through a network of knowledgeable, qualified associates and locums.

Informing change, growth, and development by:

- Offering bespoke solutions to issues faced by clerks and councils.
- Imparting knowledge and 'know how'.
- Improving processes and procedures.

Investing in education and learning by:

- Passing available profits to the SLCC Educational Trust to enable clerks to access education.

Our Philosophy

Rather than working to improve our bottom line, we reinvest all surpluses to further the development of professional clerks and, through them, the development of the whole sector, ensuring that the services we offer help councils both directly and indirectly. This unique approach sets LCC apart from others and demonstrates our commitment to enabling positive improvements within the local council sector.

Additionally, we believe in offering value for money, quality solutions and this approach is reflected in our pricing strategy. We intentionally keep our costs to you as low as possible whilst delivering a professional service based on our ethos of improving, informing, and investing in the sector.

Our Offering

LCC has strong connections and a deep understanding of the challenges and opportunities faced by clerks and councils. We have the support and expertise of the SLCC and a team of experienced and qualified associates and locums to work with you, with skills and knowledge gained at councils of all sizes. Our associates and locums are grounded in core public service values and deliver bespoke solutions to meet your needs.

LCC works with councils of all sizes and on a variety of projects from audits to job evaluations, staffing reviews, selection & recruitment and more. We also supply locum services for short-medium-and long-term assignments for any requirement from staff absence through illness, holiday, vacancies, maternity and paternity cover, increased workloads, and one-off projects.

4.3 Two outline proposals have been received for consideration:

To support the development of a Strategic Plan for Ludlow Town Council as follows:

Stage 1

To agree the Council's vision, aims, objectives, political priorities and values by the following methodology:

- Research and analysis of council documentation including any existing Strategic Plan, governance review, annual reports, financial plans, committee minutes and asset register to establish the current base line position.
- Develop and facilitate a survey or workshop (to be agreed at commencement of the project) in partnership with Council representatives to gain an internal and external insight and understanding of views, aspirations, what works, what can be improved etc.
- Analyse survey/workshop findings.
- Develop report for Council setting out methodology, key findings and recommendations.
- Feedback findings to the Council and agree the high-level Aims, Objectives and Values for the Council.

Stage 2

To build on the work in Stage 1 and develop the Strategic Plan. This would provide detail on SMART objectives and timeframes for service development, projects, managing assets, etc. aligned with the agreed values, aims and objectives of the Council. Relevant key performance measures would be developed and included in the plan.

The work would include:

- Developing a draft strategic plan, sharing options and developing them collaboratively.
- Updating the plan and producing a final version for adoption by the Council.
- Submitting a final report to the Council.

Note: The Strategic Plan will not include detailed financial budget information but will provide insight for budgeting and funding requirements.

To carry out a staffing review as follows:

Task Reference	Task Description
1.	Our Associate will undertake research and analysis of the current structure, service delivery and job roles, identifying quantitative and qualitative data (eg financial information, committee structure, land and other assets managed by the Council) in order to understand capacity and capability issues and to benchmark the Council's activity. Our Associate will use documents provided by the Council on our request or those available from the Council's website.
2.	Our Associate will hold interviews (either remotely or on site as appropriate) with staff and selected members to validate the work from paragraph 1. and gather a range of perspectives about the current staffing and working arrangements. Information on the Council's short-term plans will also be reviewed to ensure that our recommendations are suitable for the future.
3.	A draft written report will be produced by the Associate for the Council with recommendations on staffing roles and structure, business resilience and the overall capability and capacity. The report will be shared and feedback gained on the content before final submission.
4.	The report will be finalised and submitted to the Council with the Associate's findings and recommendations.
	Work will be carried out remotely where possible.

Full details of the documents provided by LCC have been supplied to Cllrs.

Town Clerk
October 2025

Implications

Wards Affected (All)

Financial (Unstated)

Health & Safety (Unstated)

Law & Order (Unstated)

Environmental Implications (Unstated)

Item 18.

PROJECT SUPPORT GRANT



ANNUAL AND PROJECT SUPPORT GRANT CRITERIA

Organisations will be considered for a Ludlow Town Council grant aid where they meet the following criteria:

1. The organisation is based, or has a local branch, in Ludlow.
2. The work of the organisation directly benefits a number of residents of Ludlow.
3. The organisation has a written constitution with clearly defined aims and objectives.
4. The local organisation has a clear financial need. Account will be taken regarding how much money the organisation has, including any special reserves set aside for particular projects. Additionally, if the balance is high in relation to spending then an explanation will be required to justify the reasons why the organisation is still applying for a grant.
5. The organisation has its own bank account with at least two authorised signatories.
6. The organisations non-party political and non-profit making. Individuals will not be funded.
7. Retrospective applications will not be considered.
8. Applications may be linked to a specific project or an ongoing initiative and consideration will also be given to grant applications for revenue funding.
9. Grant applications that require matching funding as evidence of local/community support to lever in additional grants from other funding sources will be considered.
10. Grant applications for amounts of £1,000 or less will be considered at Full Council meetings.

Conditions

Any Grant Aid awarded must be used for purposes stated on the application only. If the organisation decides that it wishes to spend the monies on an alternative project it must ask the council for written permission to do so.

Grants must not be used to settle debts on behalf of the organisation, nor be used to retrospectively fund projects.

Ludlow Town Council reserves the right to recall any grant given to an organisation which ceases to operate during the financial year for which the grant has been given. The council should be consulted prior to distribution of any remaining assets. Full details and accounts must be submitted to the council as soon as possible.

Successful organisations must:

1. Be prepared to participate in any publicity or awareness initiatives organised by the council.
2. Be willing to attend a reception organised by Ludlow Town Council to receive their cheque.
3. Provide evidence within the financial year that the grant has been used for the purpose stated in the application, and where possible provide Ludlow Town Council with images of the project funded.
4. Acknowledge the grant aid together with other sources of funding in appropriate publicity and detailing how it was spent in its annual report and accounts, a copy of which should be sent to the Town Council as soon as it has been published.

LAR

(accounts in Core Grants section)



ANNUAL & PROJECT SUPPORT GRANT APPLICATION

CONTACT DETAILS

Name of Group/Organisation

Ludlow and District Community Association (trading as Ludlow Assembly Rooms)

Address

1 Mill Street

Ludlow

Shropshire

Post Code: SY8 1AZ

Fax:

Email: admin@ludlowassemblyrooms.co.uk

Tel No: 01584 878141

Contact Person

Title: Mr

First Name: Jack

Surname: Ludwig

Position held in Group: Co-Producer

AIMS AND PURPOSE OF YOUR COMMUNITY GROUP

Charity Registration Number

1010883

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

VAT registration number if applicable

594142922

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

Ludlow & District Community Association, based at Ludlow Assembly Rooms (LAR), is a vibrant arts venue and community hub supported by around 120 volunteers - most of whom are local to Ludlow and the surrounding areas.

As a registered charity, LAR is led by a board of trustees and a small, dedicated staff team who work closely with our volunteers to ensure that the venue's diverse spaces - including the main auditorium, Oscars Room, studios, and meeting rooms remain active, accessible, and welcoming to all.

Open six days a week (Monday - Saturday), year-round, LAR offers a rich programme of events and activities. These include cinema screenings, live-streamed performances (theatre, music, dance), and a wide range of live shows, from pantomimes and family theatre to classical, rock, folk, and pop concerts. We also host a broad spectrum of community-led activities such as table tennis, yoga, dance, youth theatre, art classes, fitness groups, and workshops. Our financial model is multi-streamed. We generate income through ticket and bar sales, venue hire, and regular donations. Additional support comes from our Friends of LAR fundraising group and community fundraising efforts. While we strive for financial independence, ongoing public funding - such as the grant from Ludlow Town Council remains essential. Funding is critical to helping us deliver a wide-reaching, affordable programme and to keeping our venue open and accessible to all.

How many people are in your group/organisation

Approximately 120 volunteers
15 paid staff and trustees

ABOUT YOUR PROJECT

Project/Grant Title

BSL Interpretation for Christmas Pantomime Performances

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

This project will support open access and enhance accessibility for our Christmas Pantomime season by funding the provision of a British Sign Language (BSL) interpreter for at least one performance. This vital addition will enable D/deaf and hard-of-hearing members of our community to fully engage with and enjoy the show, alongside their friends, families and the wider audience.

Pantomime is a cherished tradition that brings people of all ages together in celebration, laughter, and shared experience. By making our pantomime accessible through BSL interpretation, we are ensuring that no one in our community is excluded from this much-loved festive event due to communication barriers.

This grant will directly support the cost of the interpreter and the necessary preparation to integrate BSL into the performance in a meaningful and respectful way. It also aligns strongly with the shared values of Ludlow Assembly Rooms and Ludlow Town Council: to foster inclusivity, widen participation in the arts, and ensure that cultural experiences are available to all residents of Ludlow, regardless of ability.

While we continue to work towards being a self-funded organisation, projects like this require targeted support to make them possible. This funding will not only improve accessibility for one performance - it will help set a standard for future inclusivity in our programming, helping us grow as an open, welcoming and truly community-led venue.

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.**

Over 18 million people in the UK are considered hard of hearing, and around 151,000 people use British Sign Language (BSL) as their primary means of communication. While we do not have specific figures for Ludlow, these national statistics highlight the importance of making performances like our Christmas pantomime accessible to all.

By providing a BSL-interpreted performance, we ensure that D/deaf and hard-of-hearing individuals can enjoy the show alongside their friends and family—sharing in the joy, laughter, and magic of the festive season, just as we all hope to do.

Accounts have been provided through various previous applications. However, if any further financial information is needed, we would be happy to supply it.

Last year we saw 50% of the audience attending for the BSL performance specifically and we are working with other local organisations to increase this for Aladdin.

Estimated cost of project £750

Desired grant from Ludlow Town Council £750

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.....Barclays.....Branch.....Leicester.....
Postcode.....LE872BB.....
Account number.....70939315.....
Sort code.....205322.....

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: 13/10/2025

Signature 2 
(Chairperson or senior representative of the Management Committee)

Date: 14.10.2025

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.

I have:

(Please tick)

- ☐ 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

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

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

(Chairperson or senior representative of the Management Committee)



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

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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

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

**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**

8	Governance structure & Management
9	Principal Risks
10	Strategic Review
12	Activities for Achieving our Objectives
14	Our Impact
15	Our Fundraising
17	Our Plans for the future
18	Financial Review
20	Trustees' Responsibility Statement
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24	Consolidated Statement of Financial Activities
25	Consolidated Balance Sheet
26	Charity Balance Sheet
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28	Notes to the Financial Statements

Dr Supriya Rupus
Graeme Harkness
Kelly Miller
Gary Morton
Dr David Sharp
Jean Watt
Andrew Morris
Victoria Hazeldine

Quality Assurance Practitioner
Retired Head Teacher
Solicitor
Group Chief Executive
General Practitioner
Retired Consultant Paediatrician
Company Director
Qualified Learning Disabilities nurse

Resigned 20/03/2024
Resigned 20/03/2024
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
Phillip 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

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.

<p>Children and young people with conditions so serious that they are likely to die before they reach early adulthood.</p> <p>Family bereaved from the death of a child.</p> <p>Resident in Mid and North Wales, Shropshire, Telford & Wrekin and Cheshire.</p> <p>Approximately 58% of the children are resident in Wales and 42% in England.</p> <p>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.</p>	<p>127 new referrals in the year. 89 were accepted.</p> <p>As of December 2024, we had open cases with 259 CYPs.</p> <p>301 family members received counselling and bereavement support.</p> <p>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.</p> <p>Sadly, 33 children who received support from us died during the year.</p>
Income	Expenditure
<p>Income from statutory bodies (NHS and local authorities) £1.80 million</p> <p>Lottery and Trading income £5.31 million</p> <p>Fundraising including legacies: £6.1 million</p>	<p>Care expenditure: £8.74 million.</p> <p>Fundraising expenditure £1.65 million</p> <p>Lottery and Trading: £3.27 million</p>
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 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

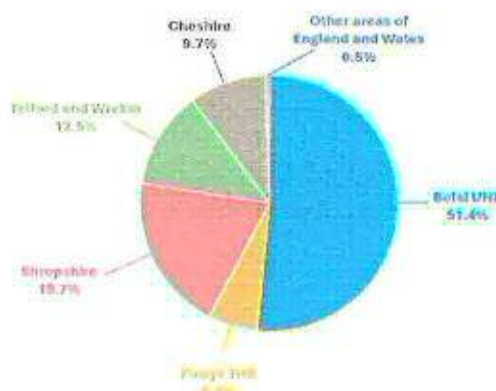
33 children known to us died during the year, 2 at our hospices

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 Wheatheaf 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 LTCs 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)

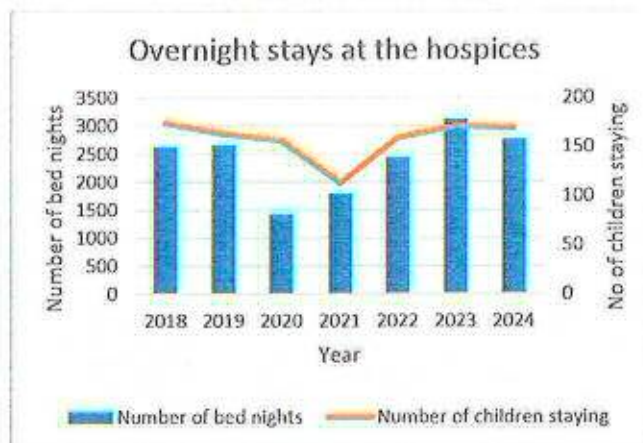
Age range for support

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.

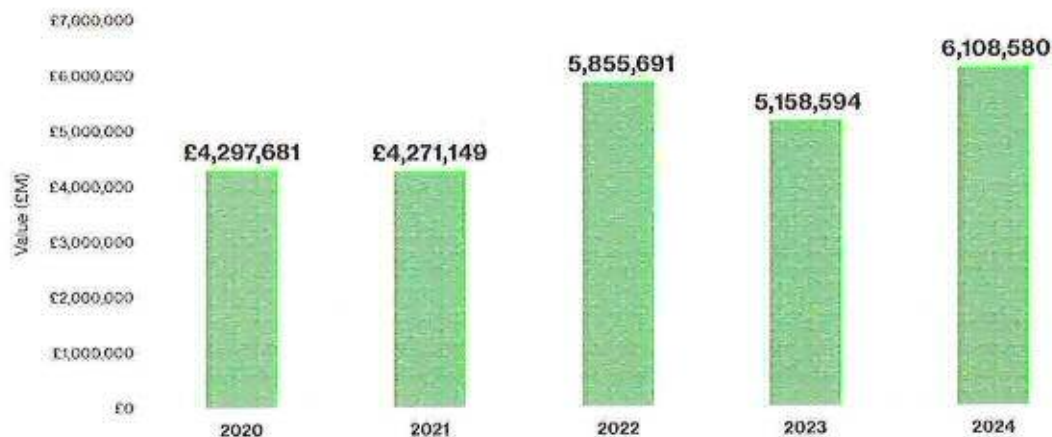
Complaints

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.

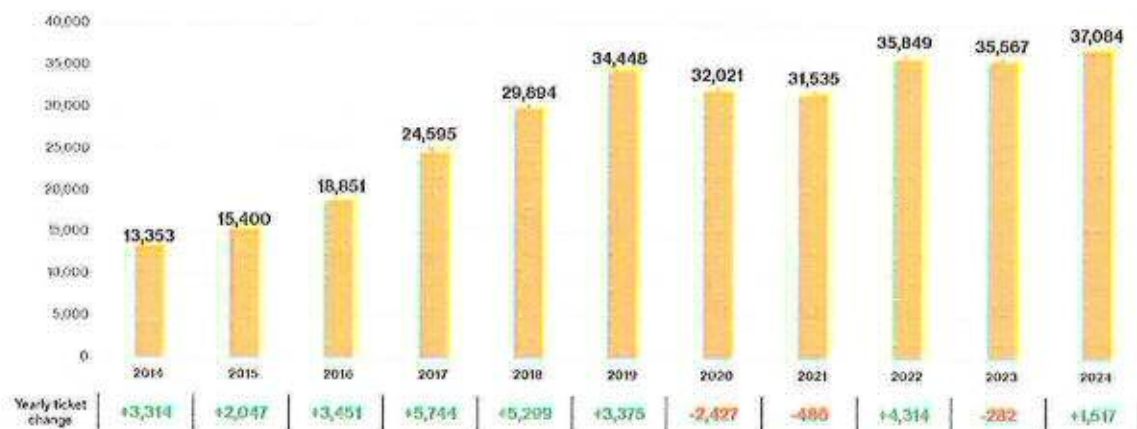
During the year we contracted with face-to-face canvassing agencies and individuals to recruit new supporters to the lottery through a combination of residential door to door recruitment and at venues.

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.

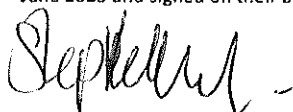
Disclosure of information to auditors

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					
				15,948,810	15,685,432

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
	<hr/> 6,980,400	<hr/> 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
	<hr/> 1,693,032	<hr/> 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
	<hr/> 64,979	<hr/> 35,027
Total charitable expenditure	<hr/> 8,738,411	<hr/> 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.

A. T. Colman

2588103

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;

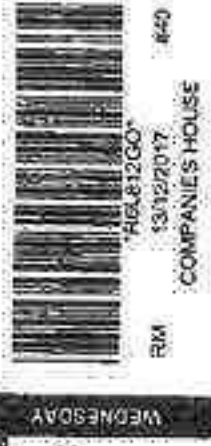
'secretary' means any person appointed to perform the duties of the secretary of the charity;

'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



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 director's 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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SIGNED

DATE

20 FEB 1991

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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

SOLIHULL WEST MIDLANDS
ACCOUNTANT
Caroline Peachey
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 PLAY AREA COVENANT

WHEELER ROAD RECREATION AREA

Original request:

“The adults rugby team (Ludlow Rugby Club) have been unable to train at the club due to flooded pitches and are looking for a temporary alternative venue. They want to know if they could use the football pitches at Wheeler Road Playing area, for their training which takes place on Tuesdays and Thursdays from 7pm – 9pm. If so he would like to know what the cost would be. They will bring some portable lighting with them and wondered if there would be anywhere that they could store this lighting in the vicinity of the play area.”

Response from trustee to Cllr Hepworth, Aug 2025:

Subject: Covenant - playing fields off Wheeler Road

Hello James,

I have now received the covenant details which I attach to this message.

The covenant refers to the use of the land specifically for the '*recreation of children under the age of 18 years and particularly of children attending Elementary Schools in the said Borough*'. It states that '*the Corporation will at all times hereafter maintain and use the said land*'.

I have regularly visited the site and there are consistently 30 or so people playing and enjoying the space - mostly very young families. In discussions with locals using the site, there was some support for a rugby pitch but also concern that this would be for older children and certainly not very beneficial for young girls if that sport was not their idea of fun. Many families also travel to Telford and Shrewsbury to use the playgrounds there as they are better equipped and also have water splash areas very popular with little ones. There was some questioning about the lack of engagement from the authorities to discuss how the area might be improved. There is rarely police activity, despite drug use occurring on site. A camera has been installed but it points towards the shop and not onto the playing area or skate park shelters, so the issue persists. The grass is very rarely cut and at times is over 20 cms long which is a problem around the areas found attractive by very much younger children, such as the play area and skate park. Long grass conceals broken glass and used needles which is a major concern to local residents. There was certainly interest by locals to get involved in making the area work better. One suggestion was to set up a simple Facebook page which could galvanise local volunteering and ideas

but also to assist in the maintenance and as a way of flagging up issues of illegality. There was also the suggestion that the local schools may also be interested in using the space. This may be a good starting point for discussion to frame and structure some genuine local ideas and needs. If there is proper local involvement, there will be a greater chance that whatever is planned could work. Ludlow primary school is only 250m to the north east. With over 700 houses being planned just over the A49, these amenity areas are going to be incredibly important.

I hope that this is helpful

Kind regards

Title Number : SL156992

This title is dealt with by Land Registry, Telford Office.

The following extract contains information taken from the register of the above title number. A full copy of the register accompanies this document and you should read that in order to be sure that these brief details are complete.

Neither this extract nor the full copy is an 'Official Copy' of the register. An official copy of the register is admissible in evidence in a court to the same extent as the original. A person is entitled to be indemnified by the registrar if he suffers loss by reason of a mistake in an official copy.

This extract shows information current on 24 OCT 2013 at 15:42:48 and so does not take account of any application made after that time even if pending in the Land Registry when this extract was issued.

REGISTER EXTRACT

Title Number	: SL156992
Address of Property	: Land on the South side of Wheeler Road, Ludlow
Price Stated	: Not Available
Registered Owner(s)	: THE TOWN COUNCIL OF LUDLOW of The Buttercross, Ludlow, Shropshire SY8 1AW.
Lender(s)	: None

Title number SL156992

This is a copy of the register of the title number set out immediately below, showing the entries in the register on 24 OCT 2013 at 15:42:48. This copy does not take account of any application made after that time even if still pending in the Land Registry when this copy was issued.

This copy is not an 'Official Copy' of the register. An official copy of the register is admissible in evidence in a court to the same extent as the original. A person is entitled to be indemnified by the registrar if he suffers loss by reason of a mistake in an official copy. If you want to obtain an official copy, the Land Registry web site explains how to do this.

A: Property Register

This register describes the land and estate comprised in the title.

SHROPSHIRE

- 1 (11.11.2003) The Freehold land shown edged with red on the plan of the above title filed at the Registry and being Land on the South side of Wheeler Road, Ludlow.

B: Proprietorship Register

This register specifies the class of title and identifies the owner. It contains any entries that affect the right of disposal.

Title absolute

- 1 (20.09.2005) PROPRIETOR: THE TOWN COUNCIL OF LUDLOW of The Buttercross, Ludlow, Shropshire SY8 1AW.
- 2 (20.09.2005) RESTRICTION: No disposition of the registered estate by the proprietor of the registered estate is to be registered without a written consent signed by South Shropshire District Council of Stone House, Corve Street, Ludlow SY8 1DG or by its Chief Executive or solicitor or such other officer as it shall determine and notify to the Transferee.

C: Charges Register

This register contains any charges and other matters that affect the land.

- 1 (11.11.2003) A Conveyance dated 14 August 1928 made between (1) James Volant Wheeler (Donor) and (2) The Mayor Aldermen and Burgesses of The Borough Of Ludlow (Corporation) contains the following covenants:-

"The Corporation hereby covenant with the Donor in manner following (that is to say):-
(a) That the Corporation will at all times hereafter maintain and use the said land hereby conveyed as Playing Fields for the resort and recreation of children under the age of eighteen years and particularly of children attending Elementary Schools in the said Borough and will not without the previous consent in writing of the Donor or his legal personal representatives use the said land or permit the same to be used for any other purpose whatsoever.
(b) That the Corporation will at all times hereafter observe and perform the stipulations set out in the Schedule hereto and keep indemnified the Donor and his estate and effects from and against all actions costs claims and demands for or on account of the same.

The Schedule before referred to.
1. To maintain the existing fences or erect and maintain good and sufficient boundary fences on the sides of the land hereby assured where marked "T" (within the boundaries of the land hereby assured) on the plan drawn hereon.
2. Not to erect any building or other structure on the land hereby

C: Charges Register continued

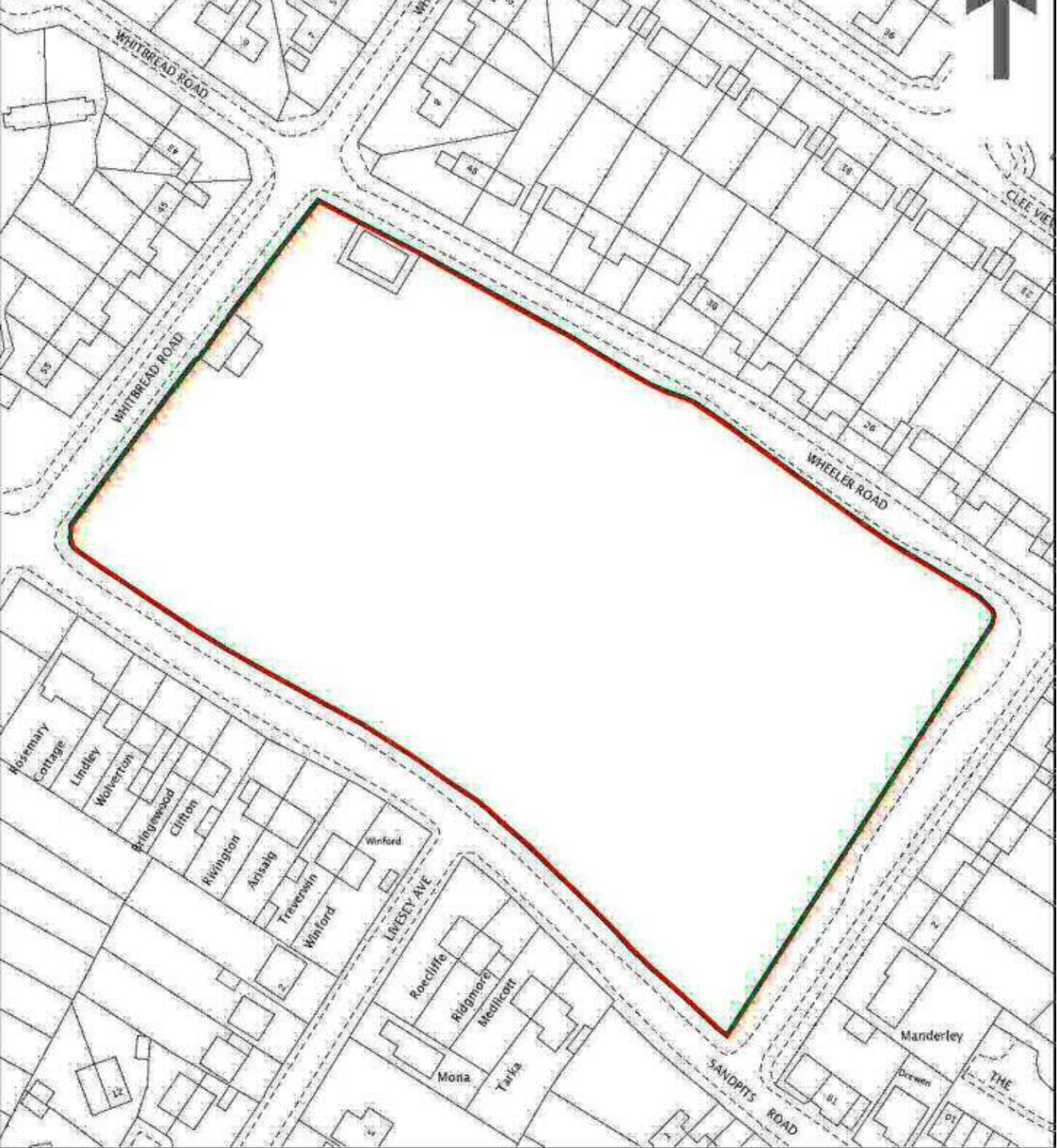
assured except a Groundsman's Cottage Pavilion and such buildings as may be necessary for the purpose of using the said land as Playing Fields.

3. Not to use the said land or any such buildings (if any) as may be erected thereon pursuant to the last preceding clause except as public playing fields or for such other purposes (if any) as may be sanctioned or approved of from time to time by the said John Nicholas Price Wood and his successors in title the owner or owners for the time being of Henley Hall Ludlow aforesaid."

- 2 (20.09.2005) A Transfer dated 5 July 2005 made between (1) South Shropshire District Council and (2) The Town Council Of Ludlow contains restrictive covenants.

NOTE:-Copy filed.

End of register



This is a copy of the title plan on 24 OCT 2013 at 15:42:48. This copy does not take account of any application made after that time even if still pending in the Land Registry when this copy was issued.

This copy is not an 'Official Copy' of the title plan. An official copy of the title plan is admissible in evidence in a court to the same extent as the original. A person is entitled to be indemnified by the registrar if he suffers loss by reason of a mistake in an official copy. If you want to obtain an official copy, the Land Registry web site explains how to do this.

The Land Registry endeavours to maintain high quality and scale accuracy of title plan images. The quality and accuracy of any print will depend on your printer, your computer and its print settings. This title plan shows the general position, not the exact line, of the boundaries. It may be subject to distortions in scale. Measurements scaled from this plan may not match measurements between the same points on the ground. See Land Registry Public Guide 19 - Title plans and boundaries.

This title is dealt with by Land Registry, Telford Office.

Item 20.

COMMITTEE MEMBERSHIP

Committee Membership 2025/26

[illegible]

Item 21.

COMMITTEE RECOMMENDATIONS



RECOMMENDATIONS FROM POLICY AND FINANCE COMMITTEE TO FULL COUNCIL

Policy & Finance Committee 1st September 2025

PF/79 AGED DEBTORS

RECOMMENDED GG/KC (Unanimous)

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

PF/86 POLICY REVIEW

a) Information and Data Protection Policy

RECOMMENDED RO/DL (Unanimous)

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

PF/87 b) Data Transparency Policy

RECOMMENDED RO/MT (Unanimous)

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

PF/88 RECOMMENDED RO/DL (Unanimous)

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

PF/90 d) Data Breach Policy

RECOMMENDED RO/IMM (Unanimous)

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



PF/91 e) Freedom of Information Policy

RECOMMENDED RO/KC (Unanimous)

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

PF/93 RESIDENTIAL RENTAL

RECOMMENDED GG/IMM (5:2:1)

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

Policy & Finance Committee 13th October 2025

PF/118 POLICY REVIEW

a) Recruitment and Selection Policy

RECOMMENDED RO/ISB (6:0:1)

That the Recruitment and Selection Policy, be adopted.

PF/120 RECOMMENDED RO/MT (Unanimous)

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

PF/121 c) Hedgerow Policy

RECOMMENDED RO/ISB (Unanimous)

That Hedgerow Policy, be adopted.



RECOMMENDATIONS FROM REPRESENTATIVE COMMITTEE TO FULL COUNCIL

Representative Committee 9th September 2025

REP/25/135

R/135 CORONATION AVENUE

RESOLVED ISB/KC (unanimous)

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

Item 22.

COMMITTEE MINUTES

MINUTES

Minutes of a meeting of the **SERVICES COMMITTEE** held in the Guildhall, Mill Street, Ludlow on **WEDNESDAY 23rd JULY 2025** at **7.00PM..**

S25/026 PRESENT

Chair: Councillor Cowell

Councillors: Addis, Childs (Vice) Ginger, Lyle, Maxwell-Muller, Parry, Tapley and Taylor.

Officers: Gina Wilding, Town Clerk
 Kate Adams, Deputy Town Clerk
 Mark Hilton, DLF Supervisor
 Julie Cox, Finance Assistant

S25/027 ABSENT

Councillors Gill, Harris and Hepworth were absent.

S25/028 WELCOME AND ESSENTIAL HOUSEKEEPING INFORMATION

The Chair, Councillor K Cowell, welcomed everyone to the Services Committee meeting at the Guildhall and explained housekeeping information.

S25/029 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.

S25/030 APOLOGIES

Apologies were received from Councillor Harris and Councillor Gill.

S25/031 DECLARATIONS OF INTEREST

Disclosable Pecuniary Interests
None declared.

Conflicts of Interest

None declared.

Personal Interests

Councillor Lyle	Item 10	Knows Chair of the Civic Society
	Item 11	Knows Guerilla Gardeners
	Item 12	Knows bench repair volunteer
Councillor Childs	Item 15	Lives near Weyman Road Community Orchard
Councillor Parry	Item 10	knows contractor mentioned by Civic Society
	Item 12	Knows bench repair volunteer

S25/032 PUBLIC OPEN SESSION (15 minutes)

There were no members of the public present.

S25/033 LUDLOW UNITARY COUNCILLORS SESSION

Councillor Parry, Ludlow South was present but did not have any updates.

S25/034 MINUTES

RESOLVED KC/PA (8:0:1)

That the minutes of Services Committee meeting held on Wednesday 11th June 2025 be approved as a correct record and signed by the Chair.

S25/035 ITEMS TO ACTION

RESOLVED KC/DL (unanimous)

That the Items to action from Services Committee Wednesday 11th June 2025 be noted.

S25/036 GRASS CUTTING PRIORITIES & REWILDING AREA - HENLEY ROAD CEMETERY

RESOLVED KC/GG (8:0:1)

To note that grass cutting at the Baby area in the Cemetery is treated as priority, with all other areas to be cut on a rotational basis.

S25/037 RESOLVED GG/VP (5:4:0)

That due to the sensitivities associated with the cemetery, it is not considered appropriate for rewilding. All grassed areas within the cemetery will instead be maintained through a rotational cutting schedule.

S25/038 CASTLE GARDENS – CHAIN, POST & WALL PROJECT

RESOLVED KC/PA (7:0:2)

To note the response from the Civic Society.

That the item to be bought back to Full Council for consideration of works to be undertaken.

That the Civic Society to be approached to ascertain if financial assistance could be provided for the project.

S25/039 CASTLE GARDENS – REQUEST FROM GUERRILLA GARDENERS

RESOLVED MT/GG (8:0:1)

To approve the purchase, with funds from budget code 410/4303, and supply £200 worth of Westland Farm Manure from Homecare to Guerilla Gardeners to mulch the plants during the ongoing drought conditions.

S25/040 CASTLE GARDENS – REQUEST FROM BENCH VOLUNTEERS

RESOLVED GG/PA (unanimous)

To approve a request from Bench Volunteers that the council purchases and supplies bench maintenance/repair materials up to a value of £305.00. The expenditure will be from budget code 302/4222.

S25/041 API NATIONAL PLAY STRATEGY

RECOMMENDED IMM/GG (unanimous)

To ask Shropshire Council what action they will be taking in relation to the play strategy.

S25/042 BIENNIAL TREE SURVEY REPORT

RESOLVED KC/DC (unanimous)

To note the report and that quotations to be sought and brought back to next Services Committee meeting in September.

S25/043 WEYMAN ROAD COMMUNITY ORCHARD

RESOLVED KC/IMM (8:1:0)

To approve the development of the orchard in principle, and that plans and costings for trees, mulch and tree guards to be bought back to Services Committee for further consideration.

The meeting closed at 7.49pm.

Chairman

Date



MINUTES

Minutes of a meeting of the **REPRESENTATIONAL COMMITTEE** held at the Guildhall, Mill Street, Ludlow on **TUESDAY 19th August 2025 at 7pm.**

R/083 PRESENT

Chair: Councillor Harris

Councillors: Councillors Addis, Cowell, Owen, Parry, Tapley

Officers: Gina Wilding, Town Clerk
Charlotte Ambrazas Committee Officer

R/084 ABSENCES

Councillors Ginger, Hepworth, Lyle, and Scott-Bell were absent.

R/085 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/086 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/087 APOLOGIES

Apologies were received from Councillors Ginger, Hepworth, Lyle, and Scott-Bell.

R/088 DECLARATIONS OF INTEREST

Disclosable Pecuniary Interests
None.

Conflicts of Interest
None

Personal Interest

Cllr Cowell	Item 18	Has been in contact with the owners of the business
Cllr Parry	<u>25/02846/TCA</u>	Knows the resident.

R/089 PUBLIC OPEN SESSION (15 minutes)

There was one member of the public present

A local resident of the Dark Lane area, who was representing his own views and those of other users of Gallows Bank. He was concerned by the lack of information and consultation with local residents prior to the works at Dark Lane.

He reported that an Ash tree near his property was felled – there was no visible evidence of ash die back. The lack of consultation made him question if an impact statement had been undertaken prior to the works. He offered a reminder that there is legislation in place to protect bats, as well as nesting birds.

R/090 LUDLOW'S UNITARY COUNCILLORS QUESTION AND ANSWER SESSION

Councillor Parry was present but had no updates.

R/091 MINUTES**RESOLVED SH/PA (unanimous)**

To approve the minutes of 15th July 2025 as a correct record for the Chairman to sign.

R/092 ITEMS TO ACTION**RESOLVED SH/KC (unanimous)**

To note the items to action of 15th July 2025.

R/093 SHROPSHIRE COUNCIL DECISIONS PENDING**RESOLVED SH/KC (unanimous)**

That the decisions pending by Shropshire Council be noted.

R/094 SHROPSHIRE COUNCIL DECISIONS

RESOLVED SH/PA (unanimous)

That the decisions by Shropshire Council be noted.

R/095 PLANNING APPLICATIONS

25/02626/FUL Sparrow Hill Cottage, Sheet Road, Ludlow, SY8 1LR.

RESOLVED GG/KC (unanimous)

No objection to the proposed Erection of single storey side extension

R/096 25/02725/FUL Whitehaven, 2 Julian Road, Ludlow, SY8 1HA

RESOLVED PA/VP (unanimous)

To object to the extension and alterations for the following reason:

- i) The neighbour raises concerns regarding safe access to the site and the committee felt that reasonable safeguards should be in place before approval of the application.

R/097 25/02842/TCA Wootton House, 43 Gravel Hill, Ludlow, SY8 1QR.

RESOLVED KC/PA (unanimous)

No objection to Crown reduction by 2m to previous reduction points of 1no Acer within Ludlow (Gravel Hill) Conservation Area

R/098 25/02846/TCA The Old Chapel, Old Street, Ludlow, SY8 1NP.

RESOLVED SH/KC (unanimous)

No objection to Fell 1no Birch within Ludlow Conservation Area and replace with a native species, if there is space available.

R/099 25/02941/TCA Broadgate Close, Lower Broad Street, Ludlow, SY8 1PH

RESOLVED KC/RO (unanimous)

No objection to Fell 1no. Leylandii (T1) and replace with a native species and re-pollard to previous height (approx. 7ft) 7no. Hornbeam (T2-8) within Ludlow Conservation Area.

R/100 25/02670/LBC 48 Old Street, Ludlow, SY8 1NS

RESOLVED KC/PA (unanimous)

No objection to the replacement of timber sash windows, and doors

R/101 25/02943/FUL 16 Hillside, Ludlow, Shropshire, SY8 1RB

RESOLVED SH/KC (4:1:1)

No objection to the demolition of existing garage, side extension and loft conversion with front and rear dormer windows

R/102 25/02968/FUL 5 Downton View, Ludlow, Shropshire, SY8 1JE

RESOLVED SH/VP (unanimous)

No objection to the proposed two storey extension and interior reconfiguring

R/103 25/02954/VAR Beech House, 41 New Road, Ludlow, Shropshire, SY8 2NY.

RESOLVED SH/VP (unanimous)

No objection to the variation of Condition No.2 (approved plans) attached to planning permission 21/04581/FUL to allow for a revised design of Plot 2

R/104 ROAD CLOSURE/TRAFFIC MANAGEMENT

RESOLVED SH/KC (unanimous)

To ask for confirmation of the school scheme speed limit from Shropshire Council

To note that the works were undertaken prior to the Town Council's meeting and request that in future Shropshire Council undertakes a consultation with Ludlow Town Council and local residents prior to the removal of the trees on footpaths similar to Mary Elizabeth Road to Steventon New Road.

To note all other road closures.

R/105 BUILDINGS, BUILDING LAND AND TREES

RESOLVED SH/AT (unanimous)

To urge Shropshire Council to expedite the remedial works to make the Grade II listed building safe and to consider using a compulsory order to ensure that the building, which is on a main thoroughfare into the town with narrow pavements and a single lane road frequently used by buses, coaches and other large vehicles, is in a safe condition. Concerns were also raised that the rear of the building is not adequately secured to prevent unauthorised access.

To note that the unsecured building site on Bromfield Road has been reported to police, and Shropshire Council planning and building control, and a response is awaited.

R/106 GAS MAINS REPLACEMENT – WEEPING CROSS LANE

RESOLVED SH/KC (unanimous)

To note the planned works

R/107 SUSPENSION OF STANDING ORDERS

RESOLVED SH/RO (unanimous)

To suspend standing orders to permit discussion of the item.

R/108 DARK LANE TREE WORKS (ROAD CLOSURE)

The Town Council has received representations from residents concerned about the detrimental impact of large-scale tree and vegetation removal works on local flora and fauna in areas that are nature corridors.

RESOLVED SH/PA (unanimous)

To write to Shropshire Council to state that whilst some cutting back was needed in this area, there is a need for Shropshire Council to consult with the Town Council and residents prior to undertaking felling of trees and works that are disruptive to habitats of insects, birds and bats.

There should be more regular grounds maintenance of the Dark Lane area in consultation with the Town Council and residents so that such large-scale works are normally necessary.

Ludlow Town Council would like Shropshire Council to consider ways to improve the lighting in Dark Lane to deter anti-social activities.

To share the council's concerns regarding anti-social behaviour in the area with the local police.

R/109 RE-INSTATEMENT OF STANDING ORDERS

RESOLVED SH/KC (unanimous)

To reinstate standing orders.

R/110 DOG FOULING PAVEMENT STENCILS

RESOLVED SH/PA (unanimous)

To approve the use of pavement stencils to remind dog owners to pick up their dog fouling in the following areas of Ludlow: Parys Road, Camp Lane, Henley Road, Old Street, Gravel Hill, Lower Galdeford, Temeside, Dodmore Lane, Greenacres, Dark Lane, Clee View, Sandpits Road, Corve Street.

That Shropshire Council is asked to improve the provision of dog waste bins and signage in these streets.

That as resources permit, the stencil is applied to the entrance to all streets in Ludlow.

R/111 SITE ALLOCATIONS

RESOLVED SH/AT (unanimous)

To note the process for site allocations.

To suggest the land at the bottom of Corve Street that has previously been a petrol station and the Education Centre site on Old Street as sites for development (suggestion are made without the consent from the owners).

R/112 COMMERCIAL WASTE BINS

RESOLVED PA/VP (unanimous)

To write to the Head Office of Greggs to inform the company of the detrimental impact of the commercial bins constantly being left in front to the Greggs Store on the main street to the town centre. The bins are unsightly for visitors and residents, and are attracting rats, and associated health hazards.

R/113 GET MARCHES WORKING QUESTIONNAIRE

RESOLVED SH/KC (unanimous)

To submit the following feedback to the questionnaire:

1. Are there any specific issues that have been missed? What geographical variations exist in the issues identified?

Rural access complexity.

- Shropshire and Ludlow are subject to poor public transport connections, which are especially relevant to young people and families on low incomes, so to ensure meaningful inclusivity and sustainability these issues must be central when planning activities and solutions.

Youth outmigration

- Shropshire Council should be actively encouraging, and if possible supporting, local businesses to consider job creation opportunities to help keep young people stay in the local area.
- In schools, there should be an emphasis on practical skills such as bricklaying and woodworking, so that pupils are given a head start to get an apprenticeship with local firms.
- Partnerships could be developed between schools and employers.
- Job fairs should be further developed to help create contact between potential employers and students.
- This year work experience was not offered to Ludlow C of E year 10 students. It is a vital experience for young people to have an opportunity to prepare for adult life and potential choices as to what they wish to do in their career. Hopefully help can be provided to encourage more business to offer work experience to students.

Infrastructure gaps

- As the LEA, Shropshire Council should be supporting schools to fill teaching gaps – Ludlow C of E School is currently running a cookery class without a cookery teacher in place.
- It is widely appreciated that it very difficult to find a local electrician, builder, or plumber – these are skill gaps that should be the focus for apprenticeship schemes.
- When skills such as wiring a plug are taught in the classroom – the students should be fully challenged to undertake the task in a supportive environment – sometimes they are given prepared pieces to assemble and do not understand the range of skills required to complete the task.
- Local charities and organisations that encourage mending and reuse could play a part in the education opportunities available to young people to help broaden their thinking / problem solving skills.

2. What activity is currently happening in your area regarding these groups or sub groups that we should be aware of.

Community engagement around new developments: As projects like the biochar plant go ahead, ensuring local stakeholder awareness and

involvement is vital—there's risk of disruption, and the community might seek better inclusion.

3. Are there any local data sources, strategies, research or evaluation reports that could support our analysis?

Local retention strategy: While the proposal broadly points out youth retention issues, more local initiatives—like internships, apprenticeships, or partnerships with regional employers—may help anchor young talent in Ludlow. There is also a need to ensure there are affordable homes in the area to support young people settling in the area.

4. What current delivery is relevant for these groups? Are there gaps in provision that need to be addressed?

Accessibility considerations for rural residents: Physical travel to training centres remains an issue; mobile delivery or hybrid (digital & in-person) models may enhance inclusivity.

5. Any other feedback

Continuous monitoring and feedback loops: Evaluation of outreach and delivery effectiveness in Ludlow—for example, how many local businesses or residents' benefit—could help refine how training is delivered and scaled.

Meeting closed at 8:58 pm

Chairman

Date

Closed Session minutes will not be issued.



MINUTES

Minutes of a meeting of the **REPRESENTATIONAL COMMITTEE** held at the Guildhall, Mill Street, Ludlow on **TUESDAY 9th September 2025 at 7pm.**

R/114 PRESENT

Chair: Councillor Scott-Bell

Councillors: Councillors Addis, Cowell, Gill, Ginger, Parry, Tapley,

Officers: Kate Adams, Deputy Town Clerk
Charlotte Ambrazas, Committee Officer

R/115 ABSENCES

Councillors Harris, Hepworth, Owen were absent.

R/116 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/117 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/118 APOLOGIES

Apologies were received from Councillors Harris, Hepworth and Owen.

R/119 DECLARATIONS OF INTEREST

Disclosable Pecuniary Interests
None.

Conflicts of Interest
None

Personal Interest

Cllr Cowell	25/03360/TCA	Knows applicant
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R/120 PUBLIC OPEN SESSION (15 minutes)

There were no members of the public present.

R/121 LUDLOW'S UNITARY COUNCILLORS QUESTION AND ANSWER SESSION

Councillor Parry was present and raised concerns over the road closure on Weeping Cross Lane outside McConnell's and it was confirmed that traffic will be managed with traffic lights and no road closure.

7:03pm Cllr Gill joined the meeting

R/122 MINUTES

RESOLVED ISB/KC (unanimous)

To approve the minutes of 19th August 2025 as a correct record for the Chairman to sign.

R/123 ITEMS TO ACTION

RESOLVED ISB/PA (unanimous)

To note the items to action of 19th August 2025.

R/124 SHROPSHIRE COUNCIL DECISIONS PENDING

RESOLVED PA/TG (unanimous)

That the decisions pending by Shropshire Council be noted.

R/125 SHROPSHIRE COUNCIL DECISIONS

RESOLVED ISB/KC (unanimous)

That the decisions by Shropshire Council be noted.

R/126 PLANNING APPLICATIONS

25/03249/TCA St Leonards Churchyard , Corve Street, Ludlow, SY8 1DL

RESOLVED ISB/TG (4:1:1)

No objection to Fell 5no. immature deciduous trees within Ludlow Conservation Area

R/127 25/01145/LBC Linney House , Linney, Ludlow, SY8 1EE.

RESOLVED KC/VP (5:1:0)

No objection to the replacement of 8No. front facing sash windows with new sash windows of same appearance.

R/128 25/03246/LBC Usher House , 30 Mill Street, Ludlow, SY8 1BG

RESOLVED PA/TG (unanimous)

No objection to the internal adjustment to chimney breast to form new opening to garden room. re-opening existing blocked up window to garden

R/129 25/03358/TCA Apple Trees Barn, Linney, Ludlow, SY8 1EE

RESOLVED KC/VP (5:0:1)

To Object to the Felling 1no. Sumac and 1no. False Acacia and prune overhanging growth from western boundary within Ludlow Conservation Area

R/130 25/03359/TC 56 Julian Road, Ludlow, SY8 1HD

RESOLVED ISB/TG (unanimous)

To Object to the Felling of 1no. Box Elder (and replace with alternative species) within Ludlow (Gravel Hill) Conservation Area. Refer this application to the Shropshire Council Tree Conservation Officer.

R/131 25/03360/TCA Land To The Rear 46 Gravel Hill, Ludlow, SY8 1QR

RESOLVED TG/PA (unanimous)

No objection to Reduce height by one-third and remove branch overhanging neighbouring property from 1no. Magnolia (T1), fell 1no. Cupressus (T2) and reduce crown by one-third and remove damaged branch from 1no. Betula (T3) all within Ludlow (Gravel Hill) Conservation Area

R/132 ROAD CLOSURE/TRAFFIC MANAGEMENT

RESOLVED PA/KC (unanimous)

To note all road closures.

R/133 BUILDINGS, BUILDING LAND AND TREES

RESOLVED TG/ISB (unanimous)

Updates to be made to the spreadsheet as follows:

- To keep pressing SC to ensure 5 King Street is safe
- The Sidney Road town green oak tree is alive
- Bin situation is being monitored outside Greggs
- Commercial bins from the George have been reported to company responsible for liquidation.

7:29 pm Cllr Ginger joined the meeting

R/134 BELL LANE ROAD CLOSURE

RESOLVED TG/PA (unanimous)

To note the overrun works and that SC are fining Cadent.

R/135 CORONATION AVENUE

RESOLVED ISB/KC (unanimous)

To note and 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

Meeting closed at 7:48 pm

Chairman

Date

MINUTES

Minutes of a Staffing Committee Meeting held in the Guildhall, Mill Street, Ludlow on **FRIDAY 22ND AUGUST 2025** at 9:30 am.

ST/18 PRESENT

Chair: Councillor Maxwell-Muller

Councillors: Cowell, Lyle, and Owen.

Officers: Gina Wilding, Town Clerk

ST/19 ABSENT

Councillors Gill, Harris, Hepworth & Scott-Bell.

ST/20 HEALTH & SAFETY

The Chair informed Councillors of the fire exits, fire assembly point and asked that everyone sign the attendance log.

ST/21 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/22 APOLOGIES

Apologies were received from Councillors Gill, Harris, Hepworth & Scott-Bell.

ST/23 DECLARATION OF INTERESTS

Disclosable Pecuniary Interests
None declared.

Conflict of Interest
None declared.

Personal Interests
None declared.

ST/24 PUBLIC OPEN SESSION

There were no members of the public or press present.

ST/25 MINUTES

RESOLVED DL/KC (unanimous)

That the open and closed session minutes of the Staffing Committee meeting held on the 26th June 2025 be approved as a true record and signed by the Chair.

ST/26 ITEMS TO ACTION

RESOLVED DL/KC (unanimous)

That the items to action of the Staffing Committee meeting held on the 26th June 2025 be noted.

ST/27 LOCAL GOVERNMENT PAY AWARD 2025/26

RESOLVED KC/RO (unanimous)

To note the pay award and adopt the new pay scales.

ST/28 EXCLUSION OF PRESS AND PUBLIC: PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960

RESOLVED IMM/KC (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 10.08 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 22ND AUGUST 2025** at 9:30 am.

ST/29 RECRUITMENT – DEPUTY SUPERVISOR

RESOLVED KC/IMM (unanimous)

To approve recruitment of the Deputy Direct Labour Force Supervisor and Market Assistant role.

To approve the Job Description (JD) and Person Specification (PS) including the Market Assistant role with a minor amendment to PS.

To approve the recruitment schedule with the addition of a shortlisting criteria meeting at 10am on Tuesday 23rd September.

To approve an interview panel including staff members and Cllrs Lyle, Maxwell-Muller and Scott-Bell (with Cllr Cowell as reserve member)

To approve the Job Advert including 'a DBS (Disclosure and Barring Service) check is required for the role', Application Form, Short-listing Criteria / Scoresheet, Interview Questions, Interview Scoresheet, and Interview Test (to take place on the same day - managed by a member of the DLF team)

The meeting closed at 10.08 am.

Chair

Date

MINUTES

Minutes of a Staffing Committee Meeting held in the Guildhall, Mill Street, Ludlow on **THURSDAY 18TH SEPTEMBER 2025** at 9:30 am.

ST/30 PRESENT

Chair: Councillor Scott-Bell

Councillors: Cowell and Lyle.

Officers: Kate Adams, Deputy Town Clerk
 Helen Jones, Senior Administrative Assistant

ST/31 ABSENT

Councillors Gill, Harris, Hepworth, Maxwell-Muller and Owen.

ST/32 HEALTH & SAFETY

The Chair informed Councillors of the fire exits, fire assembly point and asked that everyone sign the attendance log.

ST/33 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/34 APOLOGIES

Apologies were received from Councillors Gill, Hepworth & Maxwell-Muller.

ST/35 DECLARATION OF INTERESTS

Disclosable Pecuniary Interests
None declared.

Conflict of Interest
None declared.

Personal Interests

None declared.

ST/36 PUBLIC OPEN SESSION

There were no members of the public or press present.

ST/37 MINUTES

RESOLVED KC/DL (unanimous)

That the open and closed session minutes of the Staffing Committee meeting held on the 22nd August 2025 be approved as a true record and signed by the Chair.

ST/38 ITEMS TO ACTION

RESOLVED DL/KC (unanimous)

That the items to action of the Staffing Committee meeting held on the 22nd August 2025 be noted.

ST/39 RECRUITMENT & SELECTION POLICY

RESOLVED ISB/KC (unanimous)

That the updates to the Recruitment & Selection Policy be approved and recommended to Policy & Finance Committee.

ST/40 SEXUAL HARASSMENT POLICY

RESOLVED ISB/DL (unanimous)

That the Sexual Harassment Policy, risk assessment and action plan be approved and recommended to Policy & Finance Committee.

ST/41 EXCLUSION OF PRESS AND PUBLIC: PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960

RESOLVED ISB/DL (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 9.47 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 **THURSDAY 18TH SEPTEMBER 2025** at 9:30 am.

ST/42 EFFICIENCY REVIEW

RESOLVED ISB/DL (unanimous)

That the Efficiency Review is passed to Full Council for further discussion and approval.

ST/43 UPDATE ON STAFFING ISSUE

RESOLVED ISB/DL (unanimous)

An update regarding an ongoing staffing issue was received.

ST/44 UPDATE ON CURRENT RECRUITMENT

RESOLVED ISB/KC (unanimous)

An update on the current status of recruitment for the Deputy Supervisor & Market Assistant role was received.

The meeting closed at 9.47 am.

Chair

Date

MINUTES

Minutes of a meeting of the **POLICY AND FINANCE COMMITTEE** held in the Guildhall, Mill Street, Ludlow on **MONDAY 1st SEPTEMBER 2025** at **7.00PM**

PF/67 PRESENT

Chair: Councillor R. Owen

Councillors: Childs; Cowell; Ginger; Hepworth; Lyle; Maxwell-Muller; and Taylor.

Officers: Gina Wilding, Town Clerk
Lucy Jones, Senior Finance Assistant

PF/68 ABSENT

Councillors Gill, Parry and Scott-Bell were absent.

PF/69 WELCOME

The Chair, Councillor Owen, welcomed everyone to the Policy and Finance Committee meeting and advised on essential housekeeping information.

PF/70 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/71 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/72 APOLOGIES

Apologies for absence were received from Councillor Gill and Scott-Bell.

PF/73 DECLARATIONS OF INTEREST

Disclosable Pecuniary Interests

None declared.

Declaration of Conflicts of Interest

None declared.

Declarations of Personal Interest

None declared.

PF/74 PUBLIC OPEN SESSION (15 minutes)

There were no members of the public or press present at the meeting.

PF/75 UNITARY COUNCILLORS' SESSION

There were no Unitary Councillors present.

PF/76 MINUTES

RESOLVED KC/IMM (Unanimous)

That the minutes of the Policy and Finance Committee meeting held on the 21st July 2025, be approved as a correct record, and signed by the Chair.

PF/77 ITEMS TO ACTION

RESOLVED RO/DL (Unanimous)

That the items to action from the Policy and Finance Committee meeting held on the 21st July 2025, be noted.

PF/78 FINANCE INFORMATION

RESOLVED RO/IMM (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 June and July 2025, be received.

PF/79 AGED DEBTORS

RECOMMENDED GG/KC (Unanimous)

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

PF/80 RESOLVED GG/KC (Unanimous)

To write a letter to Futuresound requesting payment of outstanding invoice, and that in future years the Council invoices and receives full payment and a returnable £500.00 damage deposit in advance of the commencement of the event.

PF/81 RESOLVED GG/KC (Unanimous)

That the outstanding invoices relating to the Cemetery be pursued for payment including interest payable to be made within 30 days.

PF/82 RESOLVED RO/KC (Unanimous)

That:-

- a) the Debtors report be received.
- b) the Debtors Explanation Report be received.

PF/83 1ST QUARTER INCOME AND EXPENDITURE

a) Income and Expenditure Report

RESOLVED RO/MT (Unanimous)

That the 1st Quarter Income and Expenditure Report, be noted.

PF/84 b) Exceptions Report

RESOLVED RO/MT (Unanimous)

That the 1st Quarter Exceptions Report be received.

PF/85 ASSERTION 10

RESOLVED RO/KC (Unanimous)

That:-

- a) the requirements to comply with Assertion 10 be noted.
- b) the following activities and workload to ensure compliance be approved:
 - To source and deliver GDPR training for Councillors (budget 101/4009).
 - Review all websites to ensure systems and processes maintain compliance with:
 - The Transparency Code for Smaller Authorities,
 - The Accessibility Regulations (Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018),
 - Accounts and Audit Regulations,
 - Web Content Accessibility Guidelines 2.2AA and
 - the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.
 - Develop an IT Policy to ensure full compliance.

PF/86 POLICY REVIEW

a) Information and Data Protection Policy

RECOMMENDED RO/DL (Unanimous)

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

PF/87 b) Data Transparency Policy

RECOMMENDED RO/MT (Unanimous)

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.

PF/88 RECOMMENDED RO/DL (Unanimous)

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

PF/89 c) Hedgerow Policy

RESOLVED DL/KC (Unanimous)

That consideration of the Hedgerow Policy be deferred to the next Policy and Finance Committee meeting and a list/map of the Council's hedgerows be included in the policy.

PF/90 d) Data Breach Policy

Councillor Hepworth left the meeting at 7:57pm
Councillor Hepworth rejoined the meeting at 7:59pm

RECOMMENDED RO/IMM (Unanimous)

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

PF/91 e) Freedom of Information Policy

RECOMMENDED RO/KC (Unanimous)

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

PF/92 BUTTERCROSS NON-DOMESTIC RATES

RESOLVED RO/MT (Unanimous)

That:-

- a) the new Buttercross ratable value of £1 and savings of £29,402.75 be noted.
- b) the savings of £29,402.75 made be placed in an earmarked reserve for Non-Domestic Rates.

PF/93 RESIDENTIAL RENTAL

RECOMMENDED GG/IMM (5:2:1)

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

PF/94 RESOLVED RO/KC (Unanimous)

That a Residential Rental Task and Finish Group be set up.

PF/95 RESOLVED RO/KC (Unanimous)

That the membership of the Residential Rental Task and Finish Working Group be made up of Councillors Childs, Ginger, Hepworth and Owen.

PF/96 LANARK VISIT

RESOLVED GG/KC (Unanimous)

To approve written notification to Ludlow's Town Crier of the committee's acceptance of the invitation from Lanark, South Lanarkshire, Scotland to welcome Ludlow's Town Crier, and that the visit will take place at no cost to Ludlow Town Council.

PF/97 CLIMATE ACTION TASK AND FINISH GROUP

RESOLVED KC/IMM (7:0:1)

That:-

- a) the minutes of the Climate Action Task and Finish Group meeting held on the 21st August 2025 be received.
- b) the Climate Action Task and Finish Group recommendation, to spend £45.00 for a large scale (A0) professionally printed map of the parish or Ludlow to be annotated with the existing green areas to help bring the idea of nature corridors to life for residents to increase participation in planting insect friendly plants be approved.

PF/98 STANDING ORDERS

RESOLVED RO/JH (6:1:1)

That Standing Orders be suspended.

PF/99 CCLA PUBLIC SECTOR DEPOSIT FUND INVESTMENT

RESOLVED RO/JH (6:0:2)

That the Council's CCLA and Barclays bank account interest rates from 2023 to present be brought to the next Policy and Finance Committee meeting.

PF/100 STANDING ORDERS

RESOLVED RO/DL (Unanimous)

That Standing Order be reinstated.

PF/101 RESOLVED RO/KC (Unanimous)

That the CCLA Public Sector Deposit Fund Investment statements for June and July 2025, be noted.

The meeting closed at 8.55pm

Chair

Date

N.B. Closed Session Minutes will NOT be issued for this meeting.