LEDBURY TOWN COUNCIL

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2 November 2026

To: All Councillors

Dear Councillor

Please find attached the To Follow papers in respect of the meeting **of LEDBURY TOWN COUNCIL**, to be held on **Thursday, 5 November 2026 at 7.00 pm** in the **Town Council Offices, Church Lane, Ledbury, HR8 1DH**.

Yours faithfully

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

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AGENDA

FINANCE, POLICY & GENERAL PURPOSES

10. **To receive and note Budget Monitoring Report for month 6 (Pages 7956 - 7961)**

    i. Masefield Matters financial reports **(To Follow)**

12. **To approve Invoices for Payment (Pages 7962 - 7965)**

GOVERNANCE

GENERAL

24. **Masefield Matters (Standing Item) (Pages 7966 - 7981)**

To receive and note Project Managers report

28. **Exclusion of Press and Public**

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

29. **Installation of Memorial at Ledbury Cemetery (Pages 7982 - 7992)**

Distribution: Full agenda and reports to all Councillors (10)

FULL COUNCIL	5 NOVEMBER 2026	AGENDA ITEM: 10(v)

Report prepared by Angela Price – Town Clerk

MASEFIELD MATTERS FINANCIAL OVERVIEW

Purpose of report

The purpose of this report is to provide Members with an overview on the current financial position of the Masefield Matters Project.

Members are asked to note expenditure recorded to date, the forecast cost of completing the Masefield Matters project and the financial matters that remain subject to investigation and reconciliation. The current forecast shows a provisional balance of £10,121.84, but this cannot yet be treated as an available surplus.

This report forms part of agenda item 10 under the financial section of the agenda. Some information has been drawn from the Project Co-ordinator's progress report and accompanying papers presented under agenda item 24.

Members should refer to item 24 for the detailed project update and programme; this report provides the Clerk's overview of the financial position and outstanding checks.

This report also provides Members with a response from Councillor Morris in respect of comments he made at a meeting of Full Council on 6 August 2026, following a response to those comments from the Chair of the Masefield Matters Board, Justine Peberdy.

Detailed Information

1. Current Financial position

The expenditure summary is labelled updated 16 October 2026, and the forecast updated 28 October 2026. Figures below exclude VAT and reproduce the current working schedules, pending reconciliation to the Council's accounts. They describe budget performance rather than cash held or grant income received.

Description	Amount
Working project budget	£247,970.00
Expenditure recorded to date	£161,478.39
Budget remaining before forecast costs	£86,491.61
Further costs entered in the forecast	£76,369.77
Total recorded and forecast expenditure	£237,848.16
Provisional forecast balance	**£10,121.84**

The project costs schedule reproduced with item 24 totals £247,220. The working budget is £750 higher because it includes staff travel. The Project Co-ordinator reports that this cost was omitted from the budget but included in the approved purposes document. The approved budget and funding treatment of this provision require confirmation.

2. Remaining expenditure and forecast

Cost included in the forecast	Amount
Memorial	£60,000.00
Staff salaries	£10,699.77
Potential memorial related professional costs	£3,000.00
Final evaluation payment	£2,000.00
Commissioning hospitality	£400.00
Venue hire for shortlisted designs	£270.00
Total	**£76,369.77**

The £60,000 memorial allocation is earmarked for that purpose. The original cost schedule describes it as including fixings, transport and installation; the eventual contract should confirm the full scope and identify any additional permissions, surveys or associated costs. The £3,000 provision for potential professional costs is drawn from the contingency heading.

The forecast covers known costs entered so far. Blank forecast cells do not establish that no further expenditure will arise. The Project Co-ordinator reports that the Board will consider further costs for 2027 and 2028 at its November meeting, including the £1,000 Masefield map allocation. Launch arrangements, publicity, booklets, continuing project support and any outstanding designer fees also need to be confirmed and costed where applicable.

The £270 venue provision should be reviewed because the working notes indicate that use of the Market Theatre may be free. Any reduction must be confirmed before the forecast is adjusted. The provisional balance remains subject to these checks, payroll reconciliation and confirmation of all outstanding commitments.

3. Salary position and additional Council funding

Recorded salary expenditure is £115,316.95 against a budget of £112,990, an overspend to date of £2,326.95. The forecast adds £10,699.77, giving a projected salary shortfall of £13,026.72 before the separate Council contribution is taken into account.

The Project Co-ordinator's report identifies a salary shortfall of £8,544.16 after allowing for the Council's additional contribution of £4,482.56 towards extending the Project Intern Assistant's contract.

The working notes indicate that this contribution has already been spent, although the summary shows it separately with no expenditure against it. Its treatment must therefore be reconciled across the funding, expenditure and forecast so that it is counted once.

The overall forecast balance of £10,121.84 is calculated using the salary shortfall of £13,026.72, before this separate adjustment. The salary figure of £8,544.16 and the overall balance should therefore be read with this qualification until a consistent reconciliation is completed.

The working papers identify £725.60 of overtime for work undertaken by Masefield Matters staff in their capacity as Ledbury Town Council employees at Council-managed events. This work did not relate to the Masefield Matters project. The cost therefore needs to be charged to the salary budget for Council staff and removed from the project's salary expenditure, subject to reconciliation with payroll and the Council's accounts. The accounts clerk is aware of this, and this movement will be completed by the closedown of financial accounting period Month 7.

The Board, supported by the Clerk and the National Lottery Heritage Fund (NLHF) Relationship Manager, is to consider how the salary shortfall may be addressed, including any permitted reallocation between headings. The working papers state that contingency expenditure requires NLHF approval. Any proposals should be brought forward to Council for approval prior to a request being submitted to the NLHF for the necessary approvals. No additional Council funding is requested through this report.

4. Matters requiring further investigation

Officers are continuing to review the underlying records. The following matters remain to be checked or clarified and are included here for members' information:

4.1 Payroll and Council contributions - Reconcile the additional salary contribution, overtime adjustment, final January salary and pension query; update earlier salary estimates in the working notes.

4.2 Additional support for Foodbank activities - Confirm the amounts, approvals and accounting treatment of additional funding referred to in the notes for professional fees and venue hire, and ensure these costs and contributions are reflected consistently.

4.3 Invoices and supporting records - Locate or verify the mobile phone invoice (this is a monthly contract, and the costs should have been separated out of the monthly invoice), the £120 Community Action Ledbury transport invoice and the precise date and supporting invoice for the Platform One designer payment.

4.4 Expenditure entries and classifications - Check entries where net cost, VAT and gross cost do not agree; ensure salary amounts stored as text are captured in totals; confirm the correct classification of venue hire, staff and volunteer travel and expenses, and the split between professional fees and materials.

4.5 Volunteer expenses - Reconcile the £7.67 total in the summary with the individual amounts of £47.25 and £30.42 shown in the detailed working schedule, which together total £77.67. Confirm whether these figures are current and whether any adjustment is needed.

4.6 Remaining commitments and funding conditions - Confirm all unpaid designer fees, map and publication costs, launch costs and continuing support requirements; review the venue provision; confirm the £750 staff travel budget treatment and the approvals needed for reallocations or contingency use.

It should be noted that these are matters for verification rather than findings of improper expenditure. A reconciled position will be reported once the supporting records and remaining costs have been confirmed.

5 Continuing financial oversight

The Project Co-ordinator and Accounts Clerk are working to align the NLHF reporting categories with the Council's accounting codes. This should support a single reconciled statement showing expenditure, commitments, forecast costs, grant funding, additional Council support and other project income at an agreed reporting date.

The Project Co-ordinator is expected to leave in early January 2027, while the programme extends to June 2028. The handover should identify responsibility for contract monitoring, expenditure approvals, grant reporting and evaluation, together with any ongoing staff time or other costs. The commissioning timetable should also be confirmed before contractual commitments are made: the revised Gantt chart

currently places agreement of the detailed brief and contract on 11 November 2026, ahead of the Council decision scheduled for 26 November 2026.

6. Response from Councillor Morris in respect of comments made at Full Council on 6 August 2026

Members will recall that Councillor Morris raised concerns about the management of the Masefield Matters Project at a meeting of Council held on 6 August 2026.

The Chair of the Board, Justine Peberdy, was provided with those comments and subsequently provided a response, which was shared confidentially with all Members.

Councillor Morris has acknowledged that his comments at Full Council on 6 August 2026 contained inaccuracies and collectively gave an unfairly negative impression of the Masefield Matters project and its leadership. These concerned the frequency of meetings between the Chair and Project Co-ordinator, the financial and staffing information received, the time available to review shortlisted artists' submissions, and their opportunity to contribute to Board decisions.

The member accepted that the statement that the Board was "very concerned and despondent that the project is falling apart" did not represent the views of fellow Board members. Councillor Morris recognises the difficulty his comments had caused Justine and acknowledged the need to check information more carefully before speaking publicly.

In his response to Justine, Councillor Morris also recognised Board members' valuable contributions and acknowledged that the project had met, and in some areas exceeded, the aims agreed with NLHF to date.

Recommendations

1. That members note the recorded expenditure of £161,478.39 and further forecast costs of £76,369.77, together with the provisional forecast balance of £10,121.84 and the qualifications set out in this report.

2. That members note the salary shortfall reported under item 24 and the need for officers to reconcile the Council contribution, payroll adjustments and overall forecast.

3. That members note the outstanding investigations and that the Clerk will work with the Project Co-ordinator and Accounts Clerk to provide a reconciled financial update, including all remaining commitments and delivery costs.

4. That any proposals for budget reallocations, contingency use or further Council funding be brought forward for the necessary approvals following discussion with the NLHF Relationship Manager.

5. That the summary of the response received from Councillor Morris in respect of comments he made at a meeting of Council on 6 August 2026 be received and noted.

Related papers: Agenda item 24, Masefield Matters Project Progress. Appendices A, B, C, D and E accompany this financial overview.

FULL COUNCIL	5 NOVEMBER 2026	AGENDA ITEM: 12

Report prepared by Angela Price – Town Clerk

INVOICES FOR PAYMENT – NOVEMBER (INTERIM)

Purpose of Report

The purpose of this report is to ask Members to approve invoices for payment for October 2026 in the sum of £4,105.21 plus VAT**.**

Detailed Information

Attached is a list of payments for approval in the sum of £4,105.21 plus VAT. This list represents payments in relation to November 2026 (Interim).

The table below is to be used to highlight any overspends identified as a result of the invoices for payment and how this will be dealt with in respect of the budget.

	Code	Company	Description	Comments
1	220/4430	Various	Recruitment advertisements	Overspent due to having to readvertise recruitment adverts there will be an overspend on this budget line. Members to agree to a virement from 108/4002 and 230/4002 (Phased staff review costs) – total overspend as at 29.10.2026 £705 – recommend virement of £1,000

October Salaries

In addition to the attached invoices Members are requested to note that the cost of the salaries for Month 7 (October) was **£37,595.57.**

This total is broken down as follows:

Salaries (Net)	£25,224.55
Employer TAX/NICs	£ 7,597.30
Employer Pension	£ 4,773.72
TOTAL	**£37,595.57**

Recommendation

1. That Members approve the invoices for payment in the sum of £4,1055.21 plus VAT.

2. That Members approve a virement of £500 from 108/4002 and 230/4002 to 220/4430 to take into account additional incurred due to having to readvertise two new roles.

3. That Members receive and note the information in respect of the month 7 salaries.

Creditors for Month No 7 **Order by Invoices Entered**

								Nominal Ledger Analysis			
Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	A/C	Centre	Amount	Analysis Description
21/09/2026	0028039	1096	ALL ABOUT	ALL001	160.00	32.00	192.00	4607	127	160.00	1/2 Page Oct/Nov Edition - Chr
17/10/2026	20261710	1097	SHED SOUNDS	SHED001	270.00	0.00	270.00	4607	127	270.00	PA System for Remembrance Day
13/10/2026	GB6945HCAAEUI	1098	AMAZON	AMA001	15.39	3.08	18.47	4400	235	15.39	Stationery
12/10/2026	GB604C04KCJCL1	1099	AMAZON	AMA001	15.41	3.08	18.49	4400	235	15.41	Stationery
07/10/2026	GB60198RNLS6RI	1100	AMAZON	AMA001	848.07	169.61	1,017.68	4704	107	170.90	Beamz SNOW5000 Snow Machine
								4704	107	677.17	Bubble Machine
13/10/2026	GB694OSF66AEUI	1101	AMAZON	AMA001	45.78	9.16	54.94	4400	235	45.78	Stationery
12/10/2026	GB600241DY2EFI	1102	AMAZON	AMA001	17.92	3.58	21.50	4400	235	17.92	Stationery
13/10/2026	XX60006X19ZIBT	1103	AMAZON	AMA001	18.33	3.66	21.99	4400	235	18.33	Stationery
13/10/2026	GB60013BJDD5FI	1104	AMAZON	AMA001	12.63	2.53	15.16	4400	235	12.63	Stationery
13/10/2026	GB605EH4ICAT51	1105	AMAZON	AMA001	5.92	1.18	7.10	4400	235	5.92	Stationery
13/10/2026	GB6000JY65J8NI	1106	AMAZON	AMA001	8.32	1.66	9.98	4400	235	8.32	Stationery
13/10/2026	GB694R884AEUI	1107	AMAZON	AMA001	8.33	1.67	10.00	4400	235	8.33	Stationery
13/10/2026	GB694R4JZAEUI	1108	AMAZON	AMA001	8.33	1.67	10.00	4400	235	4.91	Stationery
								4400	235	3.42	Housekeeping
13/10/2026	GB602N2NBP43VI	1109	AMAZON	AMA001	28.73	5.75	34.48	4705	107	27.26	Danger Signage for Dog Hill Wo
								4705	107	1.47	Danger Warning Signs
16/10/2026	13762078	1110	WATER	WAT001	31.54	0.00	31.54	4115	202	31.54	LTC Water drainage
19/10/2026	0650	1111	MARCHES AMBULANCE	MARCHES	250.00	50.00	300.00	4607	127	250.00	First Aid cover for Remembranc
04/09/2026	GB6019BFDVXYJI	1112	AMAZON	AMA001	107.04	21.41	128.45	4170	235	107.04	4 Pin Light Bulbs
28/09/2026	GB60425FDXVSJI	1113	AMAZON	AMA001	18.40	3.68	22.08	4400	235	18.40	GB60425FDXVSJI/1113/00255/Amaz
01/10/2026	57034	1114	ADVANSYS	ADV001	200.00	40.00	240.00	4050	230	200.00	Staff members training for use
14/10/2026	66853654	1115	HOOPLE	HOOP	425.00	85.00	510.00	4050	230	425.00	Safeguarding training
02/10/2026	11630809	1116	CHUBB	CH001	96.83	19.37	116.20	4590	220	96.83	Service of Fire extinquishers
05/10/2026	11643685	1117	CHUBB	CH001	59.10	11.82	70.92	4590	220	59.10	Visit charge
05/10/2026	66853588	1118	HOOPLE	HOOP	400.00	80.00	480.00	4430	220	400.00	Recruitment advertising
05/10/2026	9507470181	1119	SHRED-IT	SHR002	45.00	9.00	54.00	4116	202	45.00	Confidential Waste
30/09/2026	202609000005	1120	PJNICHOLS	PJN001	123.64	24.73	148.37	4330	102	123.64	Fuel van and mower

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Creditors for Month No 7 **Order by Invoices Entered**

								Nominal Ledger Analysis			
Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	A/C	Centre	Amount	Analysis Description
07/10/2026	SL-3793	1121	HUTCH	HUT001	470.00	94.00	564.00	4430	220	470.00	Recruitment
07/10/2026	11664673	1122	CHUBB	CH001	302.57	60.51	363.08	4185	220	302.57	Fire Alarm Service
12/10/2026	GB69AE1K0AEUI	1123	AMAZON	AMA001	8.33	1.67	10.00	4155	202	8.33	Housekeeping
30/10/2026	66853951	1124	HOOPLE	HOOP	30.00	6.00	36.00	4590	220	30.00	HR Advice mth 6
27/07/2026	RE-IMBURSE	1125	WILKINSON	WILK001	74.60	14.92	89.52	4520	225	74.60	Ink Cartridges
				TOTAL INVOICES	4,105.21	760.74	4,865.95			4,105.21	
			VAT ANALYSIS CODE OTS @ 0.00%		270.00	0.00	270.00				
			VAT ANALYSIS CODE S @ 20.00%		3,803.67	760.74	4,564.41				
			VAT ANALYSIS CODE Z @ 0.00%		31.54	0.00	31.54				
				TOTALS	4,105.21	760.74	4,865.95				

FULL COUNCIL	5 NOVEMBER 2026	AGENDA ITEM: 24

Report prepared by Emma Clowsley – MM Project Co-ordinator

Masefield Matters Project Progress

Purpose of Report

The purpose of this report is to provide Full Council with an update on the progress of the Masefield Matters Project, including key achievements, ongoing activities, and any significant developments.

Detailed Information

The project is split into four key phases; engagement, consultation and commissioning, and build/installation (which will end with the launch in June 2028, We are now in the commissioning phase.

1. Commissioning [June 2026 – December 2026]

The three shortlisted designers were agreed by Masefield Matters Board and signed off by Full Council. The designers have until 31st October to submit their developed designs.

On the 6 and 7 November, the general public will be invited to view the designs and vote for their favourite. At the same time, a fundraiser 'The Long Trick' event celebrating John Masefield, will be taking place at The Market Theatre.

The votes will be counted and presented to Masefield Matters Board on 10th November, and a winner will be chosen taking the votes into account. This will be then be presented to Full Council on 26th November for decision sign off.

A more in-detail commissioning brief and contract will be drawn up between Ledbury Town Council and the winning memorial designer. Work will begin in December 2026.

Looking ahead the Board are considering their roles and responsibilities within the project as they prepare for the departure of the Project Co-ordinator in early January 2027.

Appendix A is a Project Gantt Chart detailing the work undertaken to date, work in progress and work planned for the future.

2. Current Financial Situation

Taking into account forecast, there is an identified overspend of £8,544.16 in

the budgeted Staff Salaries cost category. However, due to underspends in completed work packages, the current forecast is that the project will be underspent by approx. £10,121.84 at completion (NLHF budget). **Adding in the amount from Ledbury Town Council for Staff Salaries of £4,482.56 the actual total remaining will be is estimated to be £14,604.40**

The current financial position is set out in Appendix B attached to this report and below is an explanation on understanding this information.

The 'Travel Staff' category was not included in the budget, but was identified as an essential cost line. This expense category was included in the approved purposes document (see below).

The categories in Appendix B are those agreed with National Lottery Heritage Fund and are used for reporting back to them. LTC accounting cost codes differ slightly, with fewer discrete categories, and are used in the reporting to Full Council. The Accounts Clerk and Project Co-ordinator are working on updating the main expenditure spreadsheet to include the LTC codes. This will make it easier to compare the LTC and NLHF financial frameworks, going forward.

Staff Salary - additional funding from LTC. This was an additional amount Ledbury Town Council contributed to the project. This was to cover an approved contract extension for the Project Intern Assistant. This additional funding has been added to Staff Salary amount, but has also been kept separate on the table at Appendix B, as it is not included in the figures approved by and reported to NLHF.

Appendix D provides the detail of the project costs, as set out in the final application to the National Lottery Heritage Fund headings.

3. Next steps and Expenditure Forecast

The Masefield Matters Board, with support from the Town Clerk and the National Lottery Heritage Fund Relationship Manager, will consider how best to address the staff salary deficit, including the reallocation of any surplus funds from other budget headings or cost categories. Agreements and recommendations resulting from these discussions will be provided to Council in due course.

Appendix C provides details of the expenditure forecast for the known activities of the remainder of the NLHF Project. This includes ring fenced amounts for items such as the memorial build, planning permission, salaries up to January 2027, and final payment to the evaluators.

This information will be provided to the Masefield Matters Board at its meeting in November and will highlight any other future costings they are expecting for 2027/28, such as the £1,000 allocated to a Masefield Map. These will be

added to the spreadsheet.

Recommendation

1. That Members note the progress of the Masefield Matters Project.

APPENDIX A

Masefield Matters — Project Gantt Chart

Jan 2025 – Jun 2028 | Month-level planning view; see Activity Register for assumptions and source notes

ID	Status	Type of event	Activity / task	Start	Finish
1	Complete	Recruitment	Project Coordinator in post, contracts for evaluation and consultation phase awarded.	01/12/2024	01/01/2025
2	Complete	Recruitment	Project launch 15th January	01/01/2025	01/01/2025
3	Complete	Recruitment	Convene steering group, produce terms of reference, meet every 1-2 months as required.	01/02/2025	01/12/2026
4	Complete	Evaluation	Evaluation workshop (delayed due to onboarding evaluator)	01/02/2025	01/02/2025
5	Complete	Engagment	Greenwood carving activity (Tewkesbury Road), x1 day coppicing and carving in winter and x1 day finishing in summer + refreshments.	01/02/2025	01/08/2025
6	Complete	Engagment	Formal launch of project, start of familiarisation phase.	01/03/2025	01/03/2025
7	Complete	Engagment	Hands-on activity for World Book Day.	01/03/2025	01/03/2025
8	Complete	Engagment	The Daffodil Fields, visits to see the wild daffodils and reminiscence project, 12 sessions of activity inspired by memories of the countryside.	01/03/2025	01/07/2025
9	Complete	Engagment	Visits to the Masefield Archive by community groups participating in the familiarisation phase, plus showcasing project outputs in Masefield Display Case at the Master's House and an event for Heritage Open Days in September.	01/04/2025	01/02/2026
10	Complete	Engagment	Project team attend Blossomtime	01/05/2025	01/05/2025
11	Complete	Engagment	Project team attend Ledbury Community Day	01/06/2025	01/06/2025
12	Complete	Engagment	Programme for Big Green Week. Hands-on activities and trails, guided walks and talks.	01/06/2025	01/06/2025
13	Complete	Engagment	Sea-fever, activity exploring seafaring life with ex-merchant seamen, including a visit to the Cutty Sark in London.	01/06/2025	01/07/2025
14	On hold	Engagment	Ledbury Poetry Festival event (postponed to next year)	01/07/2025	01/07/2025
15	Complete	Engagment	Delivery of project with foodbank, 6 morning sessions, during the school holidays. Heritage theme to be agreed.	01/07/2025	01/08/2025
16	Complete	Engagment	The Midnight Folk, session introducing local wildlife - otter, fox, bat and owl - followed by a creative response exploring movement through dance. 6 sessions (days) of activity	01/08/2025	01/08/2025
17	Complete	Engagment	Ledbury Carnival NEW (Paint a pot - Midnight Folk animals)	01/08/2025	01/08/2025
18	On hold	Engagment	Production of a Masefield focused map of Ledbury to encourage people to explore the town during Heritage Open Days.	01/09/2025	01/09/2025
19	Complete	Engagment	Delivery of project with Refugee Support Group, 6 1/2 day sessions. Heritage theme to be agreed.	01/09/2025	01/11/2025
20	Complete	Engagment	Online research 'citizen-science-type' project to find out more about the people to whom Masefield presented the books held in the Masefield Archive.	01/10/2025	01/02/2026
21	Complete	Engagment	Hands-on activity for World Book Day.	01/03/2026	01/03/2026
22	Complete	Engagment	Event to mark completion of familiarisation phase and thank participants. Rum with Captain Morgan Poets, exhibition, food and drink, speakers	01/03/2026	01/03/2026
23	Complete	Fundraising	Fundraising Event - Marc Le Brocq at Pauntley Court	01/03/2026	01/03/2026
24	Complete	Consultation	Consultation phase, bringing together participants to discuss experience and review views contributed at public events and elsewhere. Core group to meet (6 sessions) and undertake further research including consideration of NLHF four Investment Principles.	01/03/2026	01/05/2026
25	Complete	Engagment	Hands-on activities to explore concept of memorials and form they might take, 3 1/2 day sessions.	01/04/2026	01/04/2026
26	Complete	Commissioning	Presentation of options for the memorial to the Working Party and Full Council (Ledbury Town Council).	01/05/2026	01/05/2026
27	Complete	Commissioning	Commissioning begins, advertising, longlist of potential makers. Selection panel convened to produce shortlist. Deliver by beginning of september. Shortlist by end of June. Advertising by mid May, expression of interest 1st week of june.... Meeeting by 2nd week in June let shortlisted candidates know by end of june.	01/06/2026	01/08/2026
28	Complete	Engagment	Ledbury Poetry Festival event	01/07/2026	01/07/2026
29	Complete	Commissioning	Core Consultation Group to meet with consultants to shortlist designers	01/07/2026	01/07/2026
30	Complete	Commissioning	MM Board meet to decide on 3 shortlisted designers Shortlisted designers are informed of decisions. New brief is sent out and payments are made.	01/08/2026	01/08/2026
31	Complete	Engagment	Heritage Open Day Burgage hall (SBT)	01/09/2026	01/09/2026
32	Not started	Commissioning	Special viewing for lottery players (prior to presentation to stakeholders to encourage attendance).	06/11/2026	07/11/2026
33	In progress	Fundraising	The Long Trick (Fundraiser at The Market Theatre)	06/11/2026	07/11/2026
34	In progress	Commissioning	Exhibition / event to share ideas and designs of 3 shortlisted makers plus presentations to stakeholders. Pre - drinks	06/11/2026	07/11/2026
35	Not started	Commissioning	Designer determined by Masefield Matters Board	10/11/2026	10/11/2026
36	Not started	Commissioning	Decision sign off from Full Council	26/11/2026	26/11/2026
37	Not started	Commissioning	Winning design announced	27/11/2026	27/11/2026
38	Not started	Commissioning	Detailed brief and contract agreed with winner (Date may need amending - I've allowed 2 weeks)	11/11/2026	11/11/2026
39	Not started	Commissioning	Commission / memorial produced and installed.	01/11/2026	01/04/2028
40	Not started	Commissioning	Acquire all necessary permissions	01/01/2027	01/04/2027
41	Not started	Commissioning	Deadline for finished installation	01/04/2028	30/04/2028
42	Not started	Commissioning	Marketing and preparation for launch event	30/04/2028	31/05/2028
43	Not started	Commissioning	Quarter peal of bells to mark the 150th anniversary of John Masefield's birth	01/06/2028	01/06/2028
44	Not Started	Commissioning	Formal 'opening' of Memorial.	01/06/2028	01/06/2028

Legend Complete | In progress | Other / not started | Date needs review

APPENDIX B

UPDATED 16/10/2026				
Staff salary Additional funding from LTC	£ 4,482.56	£ -	£ 4,482.56	
Category	Budget (exc VAT)	Spent to date (exc VAT)	Remaining	
Staff Salary	£112,990.00	£ 115,316.95	-£ 2,326.95	
Professional fees	£ 30,540.00	£ 26,124.00	£ 4,416.00	
Recruitment	£ 2,000.00	£ 557.50	£ 1,442.50	
Purchase price of heritage items	£ 60,000.00	£ -	£ 60,000.00	
Event costs	£ 2,735.00	£ 938.31	£ 1,796.69	
Equipment and materials	£ 9,680.00	£ 5,066.68	£ 4,613.32	
Training staff	£ 1,000.00	£ 550.00	£ 450.00	
Training volunteers	£ -	£ -	£ -	
Travel staff (identified cost after AP doc produced)	£ 750.00	£ 572.73	£ 177.27	Not in NLHF budget
Travel volunteers	£ 3,840.00	£ 2,095.30	£ 1,744.70	
Expenses staff	£ 300.00	£ 294.04	£ 5.96	
Expenses volunteers	£ 350.00	£ 7.67	£ 342.33	
Other	£ 3,625.00	£ 2,676.46	£ 948.54	
Publicity and promotion	£ 1,500.00	£ 1,278.75	£ 221.25	
Evaluation	£ 8,000.00	£ 6,000.00	£ 2,000.00	
Contingency	£ 10,500.00	£ -	£ 10,500.00	
Inflation (venue hire only)	£ 160.00	£ -	£ 160.00	
TOTAL	**£247,970.00**	**£ 161,478.39**	£ 86,491.61	
	Not in NLHF budget			
OVERTIME TO BE CHARGED TO THE COUNCIL AND DEDUCTED FROM SALARY TOTAL			**£725.60**	

APPENDIX C

EXPENDITURE FORECAST UPDATED 28/10/2026						
Staff salary Additional funding from LTC	4,482.56	0.00	4,482.56			
Category	Budget (exc VAT)	Spent to date (exc VAT)	Remaining	Forecast cost	Surplus / Deficit	Known costs remaining
Staff Salary	112,990.00	115,316.95	-2,326.95	£10,699.77	-£ 13,026.72	Salary for 3 months (plus 5 days January - to be calculated). Minus £4,482.56 (see yellow line) Total deficit £8,544.16
Professional fees	30,540.00	26,124.00	4,416.00		£ 4,416.00	
Recruitment	2,000.00	557.50	1,442.50		£ 1,442.50	
Purchase price of heritage items	60,000.00	0.00	60,000.00	£60,000.00	£ -	£60000 earmarked for memorial
Event costs	2,735.00	938.31	1,796.69	£ 400.00	£ 1,396.69	Hospitality for commissioning event for 3 short listed artist/makers plus special view for lottery players. (ringfenced)
Equipment and materials	9,680.00	5,066.68	4,613.32		£ 4,613.32	Production of booklets - these may be digitial now so cost is minimal
Training staff	1,000.00	550.00	450.00	£ -	£ 450.00	
Training volunteers	0.00	0.00	0.00	£ -	£ -	
Travel staff (identified cost after AP doc produced)	750.00	572.73	177.27		£ 177.27	
Travel volunteers	3,840.00	2,095.30	1,744.70		£ 1,744.70	
Expenses staff	300.00	294.04	5.96	£ -	£ 5.96	
Expenses volunteers	350.00	7.67	342.33		£ 342.33	This can be used for expenses of staff helping with launch event and/or supporting the project,
Other	3,625.00	2,676.46	948.54	£ 270.00	£ 678.54	Venue Hire to share shortlisted designs for memorial + presentations, at Weaver Gallery cost £150pw (Mon-Sun) and Community Hall @ £120 for 4h. (ringfenced)
Publicity and promotion	1,500.00	1,278.75	221.25		£ 221.25	Publicity and promotion for the launch of the memorial
Evaluation	8,000.00	6,000.00	2,000.00	£ 2,000.00	£ -	
Contingency	10,500.00	0.00	10,500.00	£ 3,000.00	£ 7,500.00	Fees which may be required for memorial inc structural engineers report, ground surveys.
Inflation (venue hire only)	160.00	0.00	160.00	£ -	£ 160.00	
TOTAL	**247,970.00**	**161,478.39**	86,491.61	£76,369.77	£ 10,121.84	

APPENDIX D

Masefield Matters - Project costs as per final application listed under National Lottery Heritage Fund headings

ITEM	COST £	COMMENTS
New staff		
Project coordinator 24 months @ £40,427pa including oncosts, total	80,850	F/T. Costs from LTC TC, + pension. Inflation provision for Y1 and Y2 at 5% (see below)
Project Assistant 12 months (intern paid living-wage), including oncosts	28,000	F/T, Living Wage. Costs from LTC TC + pension. Young person, under 25 (incl inflation)
TOTAL	108,850	
Lead post at 5%, £2020 year 1, £2120 year 2	4,140	5% advised by Town Clerk (merged into Salaries section). PC and PA received a 3.2% increase in yr1
TOTAL (inc inflation)	112,990	Current total spent:
Professional fees		
Fees for specialist, World Book Day 2025 + 2027, 2 sessions per day @ £200ea	800	LTC to deliver
Fees for greenwood working activity, 2days @ £350 ea + £200 prep.	900	Based on estimate
Fees for Midnight Folk/LRFC familiarisation project. Wildlife Trust session @ £400, 2Faced Dance x2 people @ 5 days ea @ £334 per day (incl travel) + prep time £100, cost £3,440 and filmmaker, 3 days @ £350 per day, cost £1,050.	4,890	Based on estimate
Fees for freelance specialist, Daffodil Fields project. 15 half day sessions @£150ea (incl 3 days prep + travel)	2,250	
Fees for specialists supporting Sea-fever project, filmmaker 8 days (inc prep and travel) @ £350 per day.	2,800	
Fees for specialists supporting the Foodbank and Refugee Support Group projects, 16 half days (inc. prep and travel) @£150 each.	2,400	

Fees for activity with schools to explore concept of memorial, 4 ½ days at £150ea	600	
Fees for wildlife organisations contributing to Big Green Week. Family-friendly activities, 3 sessions inspired by The Midnight Folk @ £400 each, total £1,200 plus programme of guided walks and talks by other groups, 4 events @£150each, total £600.	1,800	Wildlife Trust quote for Midnight Folk activity. Guided walks and talks thinking Ledbury Field Nats, CPRE local branch (assume may charge less than £150).
Consultation contract, 22 days @ £350pd (includes 2 days to support participants during commission)	7,700	Based on estimate
Fees for Ledbury Poetry event	400	
Supply cover for teachers out of classroom supporting young people working on the Sea-fever project, 2 teachers on 6 days @£250 per day	3,000	Sea-Fever Looked online.
Fees for shortlisted makers to work up designs x3 at £1,000ea	3,000	Based on estimate
TOTAL	30,540	Current total spent:
Recruitment		
Advertising for two posts	1,000	Cost free for most sites. NB local paper costs £700, good for junior post
Advertising for maker for memorial	1,000	
TOTAL	2,000	Current total spent:
Purchase price of heritage items		
Memorial for the Ledbury Poet	60,000	(including fixings, transport, installation)
TOTAL	60,000	Current total spent:
Event costs		
Hospitality for evaluation workshop	75	Teas and Coffees (delegates bring packed lunch)
Teas and Coffees for steering group meetings	100	
Hospitality for community group participating in familiarisation projects away from their usual meeting place	900	
Hospitality for events celebrating key milestones (x3) - project launch, thankyou event at end of	900	NB assume no alcohol as YP / children involved

familiarisation phase, launch of the memorial		Launch: Celebration: traders, consultant specialists,
Hospitality for consultation sessions	360	Includes young people, thinking pizza
Hospitality for commissioning event for 3 short listed artist/makers plus special view for lottery players.	400	
TOTAL	2,735	Current total spent:
Equipment and materials		
Laptop for project staff, x2 @ £600ea plus £400 towards cost of any additional software required	1,600	Town Clerk
Mobile phones for project staff x2 @ £35ea, total £70 + contracts @ £420pa x2 year one and x1 year 2, total £1,1260.	1,330	Town Clerk
Desks, refurbishment of office space for project staff	1,000	Town Clerk
Masefield Map for HOD 2025	1,000	Requested LTC CDO
Materials for consultation phase incl activity to explore concept of memorials with schoolchildren / families	600	
Materials for six community group projects and citizen science project with JM Archive researching people to whom books dedicated, based on an average budget of £400 per project	2,800	
Materials for training		50
Materials for events celebrating key milestones (x3) - project launch, thankyou event at end of familiarisation phase, launch of the memorial	500	
Materials for public events (familiarisation)	350	
Materials to support access to Masefield Archive, community projects, public events	500	
TOTAL	9,680	Current total spent:
Training staff		
Provision for online training	1,000	
TOTAL	1,000	Current total spent:

Training volunteers		
Travel staff		
Meetings in Hereford (train), other locations within the county, occasionally further afield	£750	Mileage rates are .45p or .64p (used). If train available that will be the cost.
Travel volunteers		
Travel for participants in sea-fever project incl visit to Cutty Sark, London	£1,500	(excludes travel for ex merchant seamen)
Travel for participants in familiarisation projects, visits to the Daffodil Fields by various groups and individuals using community transport	500	
Travel costs for members of the Refugee Support Group	100	
Research visits for participants, consultation phase	400	
Travel costs for volunteer Archive Assistant	340	
Travel costs for ex merchant seamen contributing to the Sea-fever project with young people (nearest MNA branches in Tamworth and edge of Birmingham)	1000	
TOTAL	3,840	Current total spent:
Expenses staff		
Parking, subsistence for meetings away from base	300	£
TOTAL	300	Current total spent:
Expenses volunteers		
Parking for Assistant Archivist, say x10 4h ½ days @ St Katherines @ £1.40ph	70	Bridge St All Day £2.50, St Katherines All Day £7, £1.40 per hour up to 4h, free after 6pm
Parking for members of the steering group, say on 12 occasions, parking for 2h at St Katherines @ £1.40ph, total £33.60	40	TO BE USED FOR CONSULTAION CORE GROUP SESSIONS

Subsistence for participants in consultation on research visits	240	
TOTAL	350	Current total spent:
Other		
Venue hire World Book Day events in 2025 and 2028, 2 7h days at St Katherines Hall @£30 per hour	420	
Venue hire, community project with Foodbank, 6 2h sessions@£10ph	120	At Foodbank
Venue hire for evaluation workshop, 1 7h day @ £30ph (Community Hall)	210	£30 for workshop day Consultation session and kitchen 2.5 hours x £20ph = £50
Venue hire, steering group meetings when council room not available, say 3 occasions at Masters House @£38 ea, total £114	120	When panelled room NA
Venue hire, launches and thankyou events, X3 events, 4h each @ £30h (Community Hall)	360	
Venue hire for Big Green Week, 2 4h sessions at Community Hall @ £30ph	240	
Venue hire for sea-fever, incl meetings with ex merchant seamen, venue tbc	250	
Venue hire for community groups that do not usually meet regularly, 12 halfday sessions @ £38 each (Masters House), £456	460	Thinking for Daffodil Fields (visually impaired group) and Refugee Support Group.
Venue Hire to share shortlisted designs for memorial + presentations, at Weaver Gallery cost £150pw (Mon-Sun) and Community Hall @ £120 for 4h.	270	NB Weaver Gallery not fully accessible, therefore not suitable (post application).
TOTAL Venue Hire	2,450	
Admission charge to visit Cutty Sark, based on a group of 15 people (5 adults @£17ea, 10 young people @£11.50ea, total £200 with guided tour of ship @ £75 for group and rig climb at £50ea for 10 young people @£500.	775	
Vouchers for young people involved in consultation, 20 at £20ea	400	
TOTAL	3,625	Current total spent:

Publicity and promotion		
Flyers and invitations to encourage participation.	1,500	
TOTAL	1,500	Current total spent:
Evaluation		
Fees for evaluation contract	8,000	
TOTAL	8,000	Current total spent:
Contingency		
Fees which may be required for memorial inc structural engineers report, ground surveys.	3,000	Advised MR, looked online for ground survey costs
Additional Fees including increased budget for 3 shortlisted makers to produce designs and drawings	3,000	Based on advice from MR
General Contingency	3,000	
Additional budget to support consultation related activity	1,500	
TOTAL	10,500	
Inflation		
Increase in venue hire charges, 10% of total cost of £1,620	160	
TOTAL	160	Current total spent: 0
TOTAL PROJECT COST	247,220	Excludes items highlighted blue as omitted in error from application.

APPENDIX E

UPDATED 16/10/2026	Until end of July				
	Additional funding from LTC for PA **(not matched**	£ 4,483.00		£ 4,483.00	This is LTC funding and should be on a separate sheet. This has been spent(see above).
Category	Sub Category	Budget	Spent to date	Remaining	Questions / notes
	Staff Salary				Estimated salary still to be paid = 17,832.95 (this does not include back pay when pay rise agreed by unions)
Staff Salary	Project coordinator (inc Staff salary pay inflation)	£ 84,990.00		£ 84,990.00	
Staff Salary	Project Assistant	£ 28,000.00		£ 28,000.00	**Actual = £3,405 over budget – 725.6 (LTC overtime to be transferred back to MM accounts)**
Prof Fees	Fees for specialist, World Book Day 2025 & 2026	£ 800.00		£ 800.00	
Prof Fees	Fees for greenwood working activity, 2days @ £350 ea + £200 prep.	£ 900.00		£ 900.00	Quote £700 per day
Prof Fees	Wildlife Trust session @ £400, 2Faced Dance x2 people @ 5 days ea @ £334 per day (incl travel) + prep time £100, cost £3,440 and filmmaker, 3 days @ £350 per day, cost £1,050	£ 4,890.00		£ 4,890.00	
Prof Fees	Fees for freelance specialist, Daffodil Fields project.	£ 2,250.00		£ 2,250.00	
Prof Fees	Fees for specialists supporting Sea-fever project,	£ 2,800.00		£ 2,800.00	
Prof Fees	Fees for specialists supporting the Foodbank project	£ 1,200.00		£ 1,200.00	**This amount was supplemented by additional funding so not a deficit (see FC report)**
Prof Fees	Fees for specialists supporting the Refugee Support Group project	£ 1,200.00		£ 1,200.00	
Prof Fees	Fees for activity with schools to explore concept of memoria	£ 600.00		£ 600.00	
Prof Fees	Fees for wildlife organisations contributing to Big Green Week.	£ 1,800.00		£ 1,800.00	
Prof Fees	Consultation contract	£ 7,700.00		£ 7,700.00	
Prof Fees	Fees for Ledbury Poetry event	£ 400.00		£ 400.00	
Prof Fees	Supply cover for teachers	£ 3,000.00		£ 3,000.00	
Prof Fees	Fees for shortlisted makers to work up designs	£ 3,000.00		£ 3,000.00	
Prof Fees	NEW Community events			£ -	
Prof Fees	Advertising for two posts	£ 1,000.00		£ 1,000.00	
Prof Fees	Advertising for maker for memorial	£ 1,000.00		£ 1,000.00	
Prof Fees	Memorial for the Ledbury Poet (ringfenced)	£ 60,000.00	£ -	£ 60,000.00	
	Event costs	**£ 2,735.00**	**£ 938.31**	**£ 1,796.69**	
Event costs	Hospitality for evaluation workshop	£ 75.00		£ 75.00	
Event costs	Teas and Coffees for steering group meetings /CCG	£ 100.00		£ 100.00	
Event costs	familiarisation projects away from their usual meeting place	£ 900.00		£ 900.00	
Event costs	Hospitality for events celebrating key milestones (x3) – project launch, thankyou event at end of familiarisation phase, launch of the memorial	£ 900.00		£ 900.00	
Event costs	Hospitality for consultation sessions	£ 360.00		£ 360.00	
Event costs	Hospitality for commissioning event for 3 short listed artist/makers plus special view for lottery players. (ringfenced)	£ 400.00		£ 400.00	

	Equipment and materials	**£ 9,680.00**	**£ 5,066.68**	**£ 4,613.32**	
Equipment and materia	Laptop for project staff, x2 @ £600ea plus £400 towards cost of any additional software required	£ 1,600.00		£ 1,600.00	**Two brand new laptops**
Equipment and materia	Mobile phones for project staff x2 @ £35ea, total £70 + contracts @ £420pa x2 year one and x1 year 2, total £1,1260.	£ 1,330.00		£ 1,330.00	**Where is the invoice for mobile phone??**
Equipment and materia	Desks, refurbishment of office space for project staff	£ 1,000.00		£ 1,000.00	**Made do with furniture available**
Equipment and materia	Masefield Map for HOD 2025	£ 1,000.00		£ 1,000.00	**Can be used alongside memorial**
Equipment and materia	Materials for consultation phase incl activity to explore concept of memorials with schoolchildren / families	£ 600.00		£ 600.00	**We could split Fliss O'Neills professional fees as her invoice includes materials**
Equipment and materia	Materials for six community group projects and citizen science project with JM Archive researching people to whom books dedicated, based on an average budget of £400 per project	£ 2,800.00		£ 2,800.00	
Equipment and materia	Materials for training (no budget)	£ -		£ -	
Equipment and materia	Materials for events celebrating key milestones (x3) - project launch, thankyou event at end of familiarisation phase, launch of the memorial	£ 500.00		£ 500.00	
Equipment and materia	Materials for public events (familiarisation)	£ 350.00		£ 350.00	
Equipment and materia	Materials to support access to Masefield Archive, community projects, public events	£ 500.00		£ 500.00	
	Training staff	**£ 1,000.00**	**£ 550.00**	**£ 450.00**	
Training staff	Provision for online training	£ 1,000.00		£ 1,000.00	
Training volunteers	Training volunteers (no budget)	£ -		£ -	
	Travel staff	£ 750.00	£ 572.73	£ 177.27	**Not in original budget, added in after approval**
Travel staff	Meetings in Hereford (train), other locations within the county, occasionally further afield	£ 750.00	£ 572.73	£ 177.27	
	Travel volunteers	**£ 3,840.00**	**£ 2,095.30**	**£ 1,744.70**	
Travel Volunteers	Travel for participants in sea-fever project incl visit to Cutty Sark, London	£ 1,500.00		£ 1,500.00	
Travel Volunteers	Travel for participants in familiarisation projects, visits to the Daffodil Fields by various groups and individuals using community transport	£ 500.00		£ 500.00	
Travel Volunteers	Travel costs for members of the Refugee Support Group	£ 100.00		£ 100.00	
Travel Volunteers	Research visits for participants, consultation phase	£ 400.00		£ 400.00	
Travel Volunteers	Travel costs for volunteer Archive Assistant	£ 340.00		£ 340.00	
Travel Volunteers	Travel costs for ex merchant seamen contributing to the Sea-fever project with young people (nearest MNA branches in Tamworth and edge of Birmingham)	£ 1,000.00		£ 1,000.00	
Expenses staff	Expenses staff	£ 300.00	£ 294.04	£ 5.96	
	Expenses volunteers	**£ 350.00**	**£ 7.67**	**£ 342.33**	
Expenses volunteers	Familiarisation / Parking for Assistant Archivist, say x10 4h ½ days @ St Katherines @ £1.40ph	£ 70.00	£ 47.25	£ 22.75	
Expenses volunteers	Parking for members of the steering group	£ 40.00	£ 30.42	£ 9.58	

Expenses volunteers	Subsistence for participants in consultation on research visits	£ 240.00		£ 240.00	
	Other (venue hire)	£ 3,625.00	£ 2,676.46	£ 948.54	
Other	Venue hire World Book Day events in 2025 and 2028, 2 7h days at St Katherines Hall @ £30 per hour	£ 420.00		£ 420.00	
Other	Venue hire, community project with Foodbank, 6 2h sessions@ £10ph	£ 120.00		£ 120.00	Activity supplemented by LTC (see FC report) - not a deficit. Needs revising.
Other	Venue hire for evaluation workshop, 1 7h day @ £30ph (Community Hall)	£ 210.00		£ 210.00	
Other	Venue hire, steering group meetings when council room not available, say 3 occasions at Masters House @ £38 ea, total £114	£ 120.00		£ 120.00	
Other	Venue hire, launches and thankyou events, X3 events, 4h each @ £30h (Community Hall)	£ 360.00		£ 360.00	
Other	Venue hire for Big Green Week, 2 4h sessions at Community Hall @ £30ph	£ 240.00		£ 240.00	
Other	Venue hire for sea-fever, incl meetings with ex merchant seamen, venue tbc	£ 250.00		£ 250.00	Talk held at JMHS
Other	Venue hire for community groups that do not usually meet regularly, 12 halfday sessions @ £38 each (Masters House), £456	£ 460.00		£ 460.00	Inc. unexpected cost of venue hire for Midnight Folk activities
Other	Venue Hire to share shortlisted designs for memorial + presentations, at Weaver Gallery cost £150pw (Mon-Sun) and Community Hall @ £120 for 4h. (ringfenced)	£ 270.00		£ 270.00	Ringfenced - though we intend to use Market theatre for this and that is free.
Other	of 15 people (5 adults @ £17ea, 10 young people @ £11.50ea, total £200 with guided tour of ship @ £75 for group and rig climb at £50ea for 10 young people @ £500.	£ 775.00		£ 775.00	
Other	Vouchers for young people involved in consultation, 20 at £20ea	£ 400.00		£ 400.00	
Publicity	Flyers and invitations to encourage participation.	£ 1,500.00	£ 1,278.75	£ 221.25	
Evaluation	Evaluation	£ 8,000.00	£ 6,000.00	£ 2,000.00	
	Contingency (must have NLHF approval		**£ -**	**£ 10,650.00**	
Contingency	Fees which may be required for memorial inc structural engineers report, ground surveys.	£ 3,000.00	£ -	£ 3,000.00	
Contingency	Additional Fees including increased budget for 3 shortlisted makers to produce designs and drawings	£ 3,000.00	£ -	£ 3,000.00	
Contingency	General Contingency (approved by NLHF)	£ 3,000.00	£ -	£ 3,000.00	
Contingency	Additional budget to support consultation related	£ 1,500.00	£ -	£ 1,500.00	
Inflation	Increase in venue hire charges, 10% of total cost of £1,620 (minus pay increase)	£ 160.00	£ -	£ 160.00	
	Not in main budget**	£ -		£ -	
	TOTAL	**£ -**	**£ -**	£ -	