



# LEDBURY TOWN COUNCIL



9 May 2023

To: Ledbury Town Councillors  
Caroline Magnus, Charles Masefield, Robert Vaughan, Phillip Errington, Christine Tustin, Tim Keys, Chloe Garner, Andy Collard, Catriona Cole, Chris Noel and Lesley Ingram

Dear Member

You are invited to attend a meeting of the **John Masefield Memorial Working Party on Friday, 12 May 2023 at 2.00 pm in the Panelled Room, The Masters' House, Ledbury, HR8 1EA** for the purpose of transacting the business below.

**This meeting will be a hybrid meeting to help accommodate as many attendees as possible to join the meeting. The link for the meeting will be provided within the calendar invite which will be sent to you on despatch of this agenda.**

Yours faithfully

Angela Price PSLCC, AICCM  
Town Clerk

## FILMING AND RECORDING OF COUNCIL MEETINGS

Members of the public are permitted to film or record meetings to which they are permitted access, in a non-disruptive manner. Whilst those attending meetings are deemed to have consented to the filming, recording or broadcasting of meetings, those exercising the rights to film, record and broadcast must respect the rights of other people attending under the Data Protection Act 1998.

## AGENDA

1. **Election of Chairman for the 2023/24 Municipal Year**
2. **Apologies for absence**
3. **Declarations of Interests**

To receive any declarations of interest and written requests for dispensations.  
*(Members are invited to declare disclosable pecuniary interests and other interests in items on the agenda as required by the Ledbury Town Council Code of Conduct for Members and by the Localism Act 2011)*

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

4. **Election of non-council members to the John Masefield Memorial Working Party**
5. **To approve and sign the notes of the meeting of the John Masefield Working Party held on 31 March 2023** (Pages 1 - 3)
6. **Options appraisal for event** (Pages 4 - 6)
7. **1 June provisional event plan** (Pages 7- 9)
8. **Invite list for sign off and accompanying cover note for 1 June event** (Pages 10)
9. **Future of John Masefield Memorial Working Party** (Pages 11 - 13)
10. **Draft Website/** (Pages 14 - 20)
11. **Date of Next Meeting**

To note that the dates of the next Working Party next two meetings are 9 June and 4 August 2023 and to set a further meeting to ensure that two meetings are always in the diary going forward.

**LEDBURY TOWN COUNCIL**

**MINUTES OF JOHN MASEFIELD MEMORIAL WORKING PARTY  
HELD ON FRIDAY, 31 MARCH 2023**

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**PRESENT:** Councillor Morris  
Non-Council Members via Zoom - Caroline Magnus, Chris Noel, Philip Errington, and Tim Keyes  
Non-Council Members in person - Lesley Ingram, Christine Tustin – Ledbury & District Civic Society; Ledbury Places; Holly Welford, Becky Shaw, and Justine Peberdy – Hellens Manor

**ALSO PRESENT:** Angela Price –Town Clerk  
Riah Pryor- Project Manager  
Charlotte Bartrop - Administrator

**JM51 APOLOGIES FOR ABSENCE**

No apologies were received.

**JM52 DECLARATIONS OF INTERESTS**

No declarations of interest were received.

**JM53 ELECTION OF NON-COUNCIL MEMBERS TO THE JOHN MASEFIELD MEMORIAL WORKING PARTY**

**RESOLVED:**

**That the Poetry Festival be elected as a member of the John Masefield Memorial Working Party, noting that Chloe Garner will be their representative.**

**JM54 TO APPROVE AND SIGN THE NOTES OF THE MEETING OF THE JOHN MASEFIELD WORKING PARTY HELD ON 17 FEBRUARY 2023**

**RESOLVED:**

**That the minutes of the meeting of The John Masefield Working Party held on 17 February 2023 be approved and signed.**

**JM55 INTRODUCTION OF AND PRESENTATION FROM RIAH PRYOR (PROJECT MANAGER)**

Riah introduced herself- she's been working in senior management roles within cultural/heritage organisations for about 10 year, with previous roles including head of Programmes/engagement at The Cheltenham Trust, a charity which ran heritage and leisure sites for the local authority. I've been working as a consultant for a couple of years now, primarily with not-for-profits, charities, and sometimes local authorities, specialising in projects where community engagement is at the heart of shaping cultural production.

She then provided an overview of how she anticipated progressing the project. Focus will be on going out to the community and letting them shape the brief for the subsequent artist/s, rather than the working party shaping an artist brief or memorial and then asking community their opinion on preconceived ideas. It also allows time to ensure that the project team is mapping out the community, (i.e. working with the Town Council to map out community groups and services in the area) to ensure that the project is not just engaging with individuals or groups who already have an interest in the project.

She advised that she had provided three reports within the agenda, which she presented individually.

#### **JM56 PARTY-PHASING**

Riah talked through the plan for Party-phasing for the members, clarifying any salient points-primarily that a period of engagement with stakeholders and potential funders be brought forward and prioritised prior to rolling out the community engagement phase. This was because it could provide an opportunity to seek additional funding for the engagement project and also ensure that the engagement is aligned to the priorities of potential stakeholders and funders for the memorial.

#### **RESOLVED:**

**That the timeline be adjusted as agreed by the members and project manager.**

#### **JM57 STAKEHOLDERS**

The members discussed who should be involved, how they should be involved and how their involvement should be communicated.

Stakeholders had been mapped out using the following titles:

- Keep Satisfied
- Manage closely
- Monitor
- Keep informed

Riah noted the comments and advised that she would create a detailed contact matrix using the additional names provided at the meeting-including press contacts.

#### **RESOLVED:**

**That the Project Manager will, with information provided by the Town Clerk, update the stakeholder matrix to be a more comprehensive list and begin meeting (digitally and in person) priority stakeholders.**

**It was decided that names could be duplicated across lists (for example on the stakeholder matrix and partners list) where individuals were representing multiple perspectives/interests.**

**JM58      MARKETING**

The project manager discussed the ways in which the project would be marketed. In the first instance it was felt that a web page should be set up for inclusion on the Ledbury Town council website in order that the address may be included on all advertising materials.

Chris Noel, offered to advertise the project within the permanent display cabinet which is in the Masters House. Phillip Errington and Caroline Magnus offered to help with this.

The members agreed that a simple leaflet should be produced to be distributed in and around Ledbury to inform residents and visitors of the project which is being undertaken- but only at the point in which there was a clear 'ask' or call to action for the community.

There was discussion as to the objective, scale and venue for the proposed event on 1 June. A request from the group was made to outline a couple of options for the event so that the next steps could be identified.

Key point made that rights are still in copyright, so need to be mindful of related notices/fees and seek appropriate permissions.

Mention of a Masefield project at upcoming Poetry Festival- discussion around joining this up and into the main programme (and that there could also be content here for website).

**RESOLVED:**

- 1. That the Project Manager will work with the administrator to create a web page for inclusion on the Ledbury Town Council website.**
- 2. That a display be created for the John Masefield Cabinet at the Masters House.**
- 3. That an information leaflet will be created regarding the project for local distribution when the community programme was confirmed.**
- 4. That an options appraisal be drawn up for the 1 June event.**

**JM59      DATE OF NEXT MEETING**

**RESOLVED:**

**That the date of the next Working Party meetings is 12 May, with further meetings scheduled for 9 June and 4 August 2023.**

Signed ..... Date .....  
(Chairman)



JOHN MASEFIELD MEMORIAL WORKING PARTY	12 MAY 2023	AGENDA ITEM: 6
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Report prepared by Riah Pryor – Project Manager

**OPTIONS APPRAISAL FOR 1 JUNE 2023 EVENT - JOHN MASEFIELD PROJECT**

**Purpose of Report**

To update the Working Party on the two options for scale and purpose of 1 June 2023 event, which were presented to Councillor Nick Morris and LTC Clerk on 19 April 2023.

**Option B was confirmed as the preferred route**, and a subsequent event plan created [see Agenda Item 7]

**Detailed Information**

The John Masefield Memorial Working Party is considering an event to launch the public-facing strand of its work. To date, this has been conceived as a large community event, as part of the broader engagement programme.

At the last meeting of the Working Party, held on 31 March 2023, members agreed a re-organisation of the project tasks, to prioritise stakeholder meetings and fundraising scoping ahead of embarking upon the community engagement programme.

Accordingly, the Working Party has requested a review of the event plans and its objectives. This report offers two possible models based on this discussion.

- a) A community event.
- b) A stakeholder/press event

Model	Objectives	Key details	Outputs	Pros	Cons
A: COMMUNITY EVENT	<ul style="list-style-type: none"> <li>-Raise awareness of the project</li> <li>-Obtain press coverage</li> <li>-Engage with community and potentially gather early feedback</li> </ul>	<p><b>Venue:</b> Masefield Primary school</p> <p><b>Capacity:</b> 100+</p> <p><b>Catering:</b> opportunity to be provided by students</p> <p><b>Rough costs:</b> circa £300-500</p>	<ul style="list-style-type: none"> <li>-Direct engagement with community</li> <li>-Limited press coverage, local and general</li> </ul>	<ul style="list-style-type: none"> <li>-Immediate connection with communities who we may wish to engage with on future, for project</li> <li>-Larger scale event could attract more attention for project.</li> <li>-Could be turned into a fundraiser event</li> </ul>	<ul style="list-style-type: none"> <li>-Engagement programme not yet prepared, so call to action may not be clear by 1 June. Risk of engaging community before we are sure of the 'ask'</li> <li>-Date falls on school holidays, so could prove difficult to attract young people to the event</li> <li>-More resource heavy/expensive</li> </ul>
B: STAKEHOLDER AND PRESS EVENT	<ul style="list-style-type: none"> <li>-Raise awareness of the project</li> <li>-Obtain press coverage</li> <li>-Engage with potential stakeholders and funders, to</li> </ul>	<p><b>Venue:</b> Burgage hall Hellens Manor, Eastnor Castle</p> <p><b>Capacity:</b> 30 to 60 people</p> <p><b>Rough costs:</b> Circa £150</p>	<ul style="list-style-type: none"> <li>-Direct engagement with key stakeholders, press and potential funders</li> <li>-Limited press coverage, more specific and thematic as well as general</li> </ul>	<ul style="list-style-type: none"> <li>-Clear messages and calls to action will be ready for stakeholders and press</li> <li>-Impact and coverage is likely to be more targeted</li> </ul>	<ul style="list-style-type: none"> <li>-Less of a 'splash' and does not directly gather community feedback</li> </ul>



	ensure objectives aligned		-Potential leads for fundraising and in roads with funders -Could organise small scale performance/input from partner (i.e., 2 Faced Dance) to demonstrate intention to collaborate with partners and community	-More flexible in terms of dates and venue/catering options	
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**Recommendation**

That Members note the Chair and Clerk's suggested preferred option, Option B, noting the additional information in agenda item 6, and that the Clerk be asked to provide written authorisation to the Project Manager to proceed with this option in respect of the 1 June 2023 event.



<b>JOHN MASEFIELD MEMORIAL WORKING PARTY</b>	<b>12 MAY 2023</b>	<b>AGENDA ITEM: 7</b>
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Report prepared by Riah Pryor – Project Manager

## **PROVISIONAL EVENT PLAN FOR 1 JUNE**

### **Purpose of Report**

Following discussion at the Working Party meeting held on 31 March 2023, an options appraisal for an event on 1 June 2023 (to mark John Masefield's Birthday) was presented by Riah Pryor [Project Manager] to Councillor Nick Morris and Angela Price [Town Clerk].

The paper presented two key options:

- a) A community event
- b) A stakeholder/press event

The latter agreed to proceed with option B. This paper presents the plan for this, which was approved on 26 April 2023 and comments/additions are invited from the members of the Working Party.

### **Detailed Information**

#### **Event Objective:**

- Raise awareness of the project
- Raise awareness of John Masefield
- Obtain press coverage (for intent of project and mailing list for people who are interested to sign up to)
- Engage with potential stakeholders and funders, to ensure objectives are aligned

#### **What would success look like [KPIs]?**

- 30-35 turnout
- An article in regional press
- Around 20/30 new members signed up to mailing list

#### **Proposed Date/Venue/Time:**

Thursday 1 June 2023 /Burgage Hall/ 5pm until 6.15/6.30pm

#### **Guests:**

35-50 people

**Format:**

Time	
5pm	Meet/network
5.15pm	Welcome note - Councillor Morris Outline of Project ambition - Caroline Magnus/Philip Errington
5.30pm	Entertainment (working with partner- 2Faced Dance/Red Earth/Ledbury Poetry Festival
5.45pm	Cheese/Biscuits
6pm	Thank you and how to get involved - Riah Pryor

**Catering:**

Drink (wine) on arrival (c.80 glasses/16 bottles)  
Cheese boards- <https://www.grazeandglory.co.uk/grazing-tables>

**Budget:**

£350 food  
£100 wine  
£100 soft drinks/coffee/water  
£300 entertainment costs/expenses

**Total:**

**£850**

**Outstanding queries:**

Are there any pre-existing relationships or arrangements with caterers/suppliers which need to be considered or respected?

**Action plan:**

Task
Confirm invitees from current stakeholder list (ensure representatives from community services we hope to work with)/check GDPR status
Confirm entertainment with partners/any requirements for space (pre-event meeting)
Confirm caterers and any additional staffing required
Prepare full overview of event for WPG on 12 May
Sign off invite and RSVP plan (via Mailchimp?)-send out invites
Finalise press list and press release for circulation
Complete Health & Safety plan for event
Prepare speeches/key messages
Ensure website page up before event

### **Recommendation**

That the Working Party note the above information and provide any additional comments/suggestions in relation to the 1 June 2023 event.



<b>JOHN MASEFIELD MEMORIAL WORKING PARTY</b>	<b>12 MAY 2023</b>	<b>AGENDA ITEM: 8</b>
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Report prepared by Riah Pryor – Project Manager

### **INVITE LIST FOR 1 JUNE**

#### **Purpose of Report**

Covering note with attached invite list for sign off/additions from WPG

#### **Detailed Information**

Having outlined a stakeholder matrix with Councillor Morris/LTC Clerk, with feedback and contributions/changes from the last Working Party meeting, a provisional invite list has been drawn up for the stakeholder event on 1 June 2023.

The accompanying event plan [see agenda item 7] outlines the objectives of the event, which need to be considered alongside the proposed attendees.

#### **Recommendation**

1. Request for contributions and sign off from Working Party, ready for an invite to be circulated W/C 15 May
2. Confirmation of RSVP process and GDPR compliance.





Name	Representing	Contact in Council database?
Catriona Cole	Herefordshire Council- Ledbury Primary School	Consent to be sent
Helen Thomas	Westons Cider	Y
James Hervey-Bathurst	Eastnor Castle	Y
Councillor Hughes	Chair of Finance, Ledbury Town Council	Y
Susie McKechnie	Chair of Ledbury Business and Traders	Y
Mark Lister	Ledbury District and Civic society/ Ledbury Food bank)	Y
Charles Masefield	Grandson of Charles Masefield	Y
Robert Vaughan		Y
Christine Tustin	Ledbury & District Civic Society	Y - but need to renew consent
Dan Barker	Photographer	Consent to be sent
The Mayor*	Cllr Phillip Howells	Y
Christopher Noel	John Masefield Society	Consent to be sent
Justin Peberdy	Hellens Manor/Hereford Council	Y
Olivia Trueman	CDO	Y
Stephen Chownns*	Chair of Environment and Leisure	Y
Mal Hughes*	Chair of Finance Committee	Y
Jan Nasaratina	Ledbury Library	Consent to be sent
Robert Waddington	Friends of the Master's House	Y
Nicholas Pope	Artist	Consent to be sent
Nic Sims	Pot & Page	Consent to be sent
Andy Collard	JM Secondary School	Y
Caroline Magnus	John Masefield Society & Great Niece of John Masefield	Y
Dr Philip Errington	Author	Y
Sarah Jane Arbury	Red Earth Arts	Y
Jo-Valentine	Two Faced Dance	Consent to be sent
Chloe Garner	Poetry Festival	Y
Tim Keyes	Ledbury Bells/CAL	Y
tbc	AMCOR	
Betty Anne-Ambry	Grapevine Publications	Y
Phil Wilkinson	Newsquest	Y

Gavin McEwan	Newsquest	Y	
Julie Tristram	All About Malvern Hills	Y	
tbc	Businesses on trading estates'(See separate List)		
Lesley Ingram	WP Members	Consent to be sent	
Holly Welford	Accounts support for project	Consent to be sent	
Mark Waller	Ledbury Places	Y	
	Probus		
	Friends of St Michael's		
	Ledbury Amateur Dramatic Society		
Griff Holliday	Ledbury Food Group	Y	
	Ledbury Rugby Club		
	The Swifts Football Club		
	WEA Ledbury		
Sally Holliday	U3A	Y	
Nina Shields	Yarnstormers	Y	

\*Subject to change following annual meeting of council on 11 May 2023

Name	Representing	Contact in Council database?
	DRM Buses	
	LDA Meats	Y
	Bevisol	
<b>Clive Brooks</b>	ABE Ltd	
<b>Gavin James</b>	Helping Hand Co	Y
	WSH Logistics	
	Wye Fruit Ltd	
	European Aviation	
	JAGA	
	Heygrove	
	Diaggio (Chase Distillery)	
<b>Kate &amp; Anthony Stevens</b>	Ledbury Real Ales	
	The Nest	
	Newent Plant Centre	
	Verzon House Hotel	
	Shane Howells	
	3 Counties Vineyard	
	Coddington Vineyard	
	Homme House	
<b>Norman Stanier</b>	Dragon Orchard	
	Bentleys Castle Fruit Farm	
	3 Shires Garden Centre	
	Ledbury Dental Practice	

Additional contact details are being sourced



<b>JOHN MASEFIELD MEMORIAL WORKING PARTY</b>	<b>12 MAY 2023</b>	<b>AGENDA ITEM: 8</b>
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Report prepared by Angela Price – Town Clerk

## **FUTURE OF JOHN MASEFIELD MEMORIAL WORKING PARTY**

### **Purpose of Report**

The purpose of this report is to ask members of the John Masefield Memorial Working Party to consider how they view the future constitution of the Working Party.

### **Detailed Information**

Currently the John Masefield Memorial Working Party is constituted as a Working Party of Ledbury Town Council. However, discussions have been had within Ledbury Town Council as to whether this is the best place for this group to sit. It has been suggested that at some point this committee should become an outside body separate from the Council, but with councillor representatives attending.

Members are aware that a request has been made for a Website Page to be created on the Council's website, and Riah (Project Manager) and the Council's administrator have met to discuss the content of this page.

The time to create this page and publish it is likely to be a day for the development, which will then need to be approved by the Working Party and ratification by the Town Council, following which it is hoped that the page will be able to be published.

Once created and published this page will need regular updates, and as this is a Council website, in line with the Council's media policy, it is not possible to provide permissions to anyone outside of the Council employ, indeed not even Councillors are given permissions to enable them to publish on the Council's website; thus the page will have to be managed by a member of Ledbury Town Council staff.

If this committee is likely to move away from the remit of Ledbury Town Council to become an independent committee in the future, the question that needs to be considered is:

“Should this still remain a page on the council website, or should it be managed by the independent group?”

If the group becomes independent of the Council in the future, and the page is in the ownership of the Council's website it would not be possible to provide access to this page, however it would not then be appropriate or feasible for a member of Ledbury Town Council staff to update the page.

Therefore, consideration needs to be given to if and when this committee might become an individual committee and consider whether it would be more appropriate to set up a separate website or page now to avoid repeating the process in the future.

It would still be possible to set up a page on the Council website in the interim and to provide information in the future, which could provide details of where further information could be found on an alternative website, but the Clerk is concerned about the time the administrator could potentially be asked to spend on website content for it to become obsolete in the future.

### **Recommendation**

1. That members of the John Masefield Memorial Working Party give consideration to whether they envisage the committee becoming an individually constituted committee, separate from Ledbury Town Council, in the future and if so when they consider would be the appropriate time for this to take place.
2. That subject to recommendation 1 above, consideration be given as to whether a page on the Council's website should be developed, or whether it would be more appropriate to set up a separate page from the now, bearing in mind it would have to be managed by a member of council staff, and would not be able to be managed by a member of an independently constituted committee.

## **Background to Masefield's Memorial Project**

In over 400 years of poet laureates, John Masefield is the only one to have his roots in Herefordshire. It is clear that Ledbury, the town of his birth and early childhood, directly and emotionally influenced his poetic works. Ledbury Town Council is therefore pleased to facilitate a collaborative and celebratory arts-based project to commemorate one of our town's most important citizens.

The foundation for this project is based on an understanding that exploring an individual's legacy offers the most opportunity, when worked through as a community.

The Arts & Humanities Research Council recently stated: *"A creative community describes a group of people who come together around a shared challenge or theme to create, act and share ... Creative communities operate on relationships of trust, shared goals and objectives and generate spill-over benefits for people and communities. By identifying, responding to, and articulating their own needs, creative communities use partnership working to open up opportunity. They co-design and co-deliver interventions, and challenge received ways of thinking about some of the most significant challenges facing society today. Culture is uniquely placed to generate spill-over benefits - from high street regeneration to public health targets and pride in place."*

With this in mind, we are planning a wide-ranging series of engagement sessions with the town, working with creative practitioners and explorative of key questions around the relevance of Masefield's work, the role of creativity in present-day Ledbury and the future of both these questions in the future.

## **Get the latest updates**

Opportunities to learn more and engage with the latest developments in the Masefield Memorial Project are constantly evolving, so please sign up to our newsletter here [add link], to learn more.





## **The Masefield Memorial project- Meet the team**

### **IS there a pic we can use?**

The 'team' behind the Masefield Memorial project will ultimately be the communities and partners in Ledbury, but to help drive its formative stages we've pulled together a working group to get things moving!

The Working Group is made up of key town partners who are committed to making Masefield's legacy a long-lasting one. Its formative members include [add links to appropriate websites for each member]:

Ledbury Town Council

Caroline Magnus

Dr Philip Errington

The John Masefield Society

[Representative of] Ledbury Primary School

[Representative of] John Masefield Secondary School

Councillor Nick Morris

Councillor Emily Beddoes

Nic Sims [Pot & Page]

Emma Jackson

In April, we also welcomed a project manager to the team. Riah Pryor, is a consultant and freelancer who has worked with art and heritage organisations for more than ten years, with a particular focus on community engagement.

Of course, these names are just the start and we are already excited to report much interest from potential partners, local businesses and artists who are eager to get involved.

## **Get the latest updates**

Opportunities to learn more and engage with the latest developments in the Masefield Memorial Project are constantly evolving, so please sign up to our newsletter here [add link], to learn more.



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## Masefield's Memorial Project

*Laugh and be merry, remember, better the world with a song,  
Better the world with a blow in the teeth of a wrong"*

Laugh and Be Merry, Ballads (1903), John Masefield

### About

Born in Ledbury [1878], John Masefield's childhood and connection to Ledbury had a profound influence on his poetry, for which he was appointed as British poet laureate, in 1930.

Today, Ledbury Town Council is leading an initiative to celebrate and commemorate John Masefield's life through a collaborative and celebratory creative project.

In particular, we are looking to:

- **Explore** the work of John Masefield and its relevance to today's communities through a series of engagement sessions, running throughout September 2023.
- **Co-create** a brief for a longer-term memorial of the poet's work, with the community. This will be developed from direct feedback from the engagement sessions and ongoing discussions with the community. This is likely to take place in October-November 2023, with fundraising running simultaneously.
- **Commission** an artist/collective of artists to work with our community to realise an appropriate memorial to Masefield's legacy, in 2028.

Our project is run by a Working Party Group, a team of representatives from local businesses, cultural organisations, Councillors and community groups. Our goal is to ensure that awareness of John Masefield is raised, that the community is connected to his work, whilst we explore how his legacy can be commemorated.

Read more about the Working Party Group members here [add link to the 'Meet the team' blog].

### Want to get involved?

**Communities, groups and partners**



At the heart of *Masefield's memorial project* is a desire to connect communities with the work of the national poet and explore what his legacy means to the town today.

We want to explore and understand how his work connects with Ledbury's past, present and future and, to do that, we need to first connect with our communities.

Whether you are a community service, creative group, local residency collective or individual living in Ledbury, we want to hear from you about your ideas for the project. To find out how you can get involved contact our project team here [add link] or sign up to our monthly newsletter for all the latest updates, here [add link].

## **Supporters**

Ledbury Town Council has secured £10k funding for the first phase of this project. We are now committed to working with partners, individuals and communities keen to take this journey with us, and we will also be seeking additional funding through grant applications.

Whether you're a local business looking to support your community or a partner with a direct interest in the legacy of John Masefield, please get in touch by XXX.

## **Get the latest updates**

Opportunities to learn more and engage with the latest developments in the Masefield Memorial Project are constantly evolving, so please sign up to our newsletter here [add link], to learn more.

