



# LEDBURY TOWN COUNCIL



29 April 2024

To: Ledbury Town Councillors  
Non-Council Members – Catriona Cole, Phillip Errington, Amy Howard, Lesley Ingram, Tim Keyes, Jessica Locke, Caroline Magnus, Dr Jane Mee, Chris Noel, Justine Peberdy and Christine Tustin

Dear Member

You are invited to attend a meeting of the **John Masefield Memorial Working Party on Wednesday, 1 May 2024 at 2.00 pm in the Committee Room, Council Offices, Church Lane, Ledbury, HR8 1DL** for the purpose of transacting the business below.

Yours faithfully

Angela Price PSLCC, AICCM  
Town Clerk

## FILMING AND RECORDING OF COUNCIL MEETINGS

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## A G E N D A

1. **Apologies for absence**
2. **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)*

3. **To approve and sign the notes of the meeting of the John Masefield Working Party held on 3 April 2024**  
**(Pages 161 - 168)**

4. **Action Sheet** **(Pages 169 - 180)**
  - i. **Project Plan and Timeline**
  - ii. **Importance of correct communication and administration**
  
5. **National Lottery Heritage Funding Draft Application**  
(Electronic copy previously provided to all members)  
(Please ensure that you have read this prior to the meeting and that you bring any comments with you to be raised at the meeting)  
**(Pages 181 – 190)**
  
6. **Risk Register** **(Verbal update)**
  
7. **Update from Communications Steering Group and items for consideration**  
**(Page 191)**
  - i. Notes of a meeting held on 22 April 2024
  - ii. Recommendation in respect of submissions for visual identity
  - iii. Funding
  - iv. Database
  - v. Community Day
  
8. **Recommendation in respect of submissions for visual identity**  
**(Page 192)**
  
9. **Final unveiling - 1 June 2028**
  
10. **Next Steps**
  
11. **Consent to share contact details (GDPR)**
  
12. **Date of Next Meeting**

Distribution: All Councillors  
Non-Council Members as listed above plus Non-Members:  
Sue Mosley, Chloe Limbrick, Mark Lister, Nina Shields  
File Copy

**LEDBURY TOWN COUNCIL**

**MINUTES OF A MEETING OF THE JOHN MASEFIELD MEMORIAL WORKING PARTY HELD ON WEDNESDAY 3 APRIL 2024**

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**PRESENT:** Councillors Furlonger, l'Anson and Morris (Chair)  
Non-Council Members: Amy Howard (Ledbury Poetry), Mark Lister (Ledbury Civic Society, Ledbury Foodbank), Dr Jane Mee (Funding Co-ordinator), Chris Noel (JM Society), Justine Peberdy (Ward Councillor and minute taker), Christine Tustin (Ledbury Civic Society), Tim Keyes (Tower Captain church bell ringers) Caroline Magnus (Great niece of John Masefield, JM Society)

**ALSO PRESENT:** Angela Price (Town Clerk)  
Olivia Trueman (Community Development Officer)

Councillor Morris offered the Working Party his apologies for the lack of clarity in decision making at previous meetings and advised that that this would be addressed in future meetings and their minutes.

**JM130 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Dr Philip Errington, Lesley Ingram, Councillor McAll.

It was noted that Jessica Locke was not present at the meeting and had not been present at the previous meeting.

**RESOLVED:**

**That the Clerk would send out an email to all Members following the meeting to advise of the date of next meeting.**

**JM131 DECLARATIONS OF INTEREST**

Councillors Morris recorded a pecuniary interest in relation to items relating to the quotes for the design of the Working Party's visual identity, and Furlonger recorded a personal interest in the same items.

**JM132 TO APPROVE AND SIGN THE NOTES FOR THE JOHN MASEFIELD MEMORIAL WORKING PARTY MEETING HELD ON 21 FEBRUARY 2024**

Chris Noel advised that his name was incorrectly spelt. Tim Keyes advised that his apology for absence was not recorded. Dr Jane Mee advised that under JM126 a., the discussion of support of volunteers was in relation to the archive rather than the memorial.

**RESOLVED:**

**That the notes of the meeting of the John Masefield Memorial Working Party meeting held on 21 February 2024 be approved and signed as a correct record, subject to the above amendments.**

(PROPOSED Councillor Morris, SECONDED Councillor Furlonger, PASSED unanimously)

**JM133**

**FEEDBACK FROM NATIONAL LOTTERY HERITAGE FUNDING**

Dr Jane Mee advised that the feedback was quite typical guidance to ensure that when the bid is submitted it meets the requirements. Councillor Furlonger asked how the next steps should be prioritised. She highlighted the caution in the feedback to ensure that the bid is specifically heritage and not arts focussed. Councillor l'Anson asked whether the Working party should be looking at arts instead of heritage funding. She also advised that there is more funding available for heritage projects.

Dr Jane Mee shared the familiarisation document outlining 3 activities which placed the project firmly within the scope of heritage. She illustrated the potential for John Masefield's life story to generate heritage projects and suggested possible collaboration with the Wildlife Trust (hazel sticks) and the Merchant Navy (Cutty Sark). The Clerk suggested this would be a good project for Men's Shed. Tim Keyes suggested these activities could tie in with LEAF (Locally Encourage All to Flourish).

Councillor l'Anson highlighted the comment in the feedback that says that NLHF "prioritise the restoration and conservation of existing heritage assets rather than the creation of newly constructed assets." Dr Jane Mee agreed the Working party would have to show a strong case for creating a new memorial, but the process of familiarisation, consultation, co-production and co-creation through community engagement would be seen as good practice. These familiarisation activities would take place and develop over a period of 12-months before the commissioning of the memorial.

Amy Howard mentioned the 2-faced Dance Company performance of Box of Delights in 2019, suggesting that they might value the opportunity to use work already created, perhaps for movement workshops. The Chair confirmed that, following initial meetings with members of the Working Party, 2-faced Dance are keen to be involved.

Caroline Magnus suggested tapping into the recent RSC production Box of Delights. Amy Howard suggested an exhibition of costumes to showcase Ledbury's Heritage Buildings. Caroline Magnus suggested complementing this with items from the JM archive. Amy Howard felt that the RSC would be amenable to this.

Tim Keyes asked how the project takes steps to engage with hard-to-reach communities. Dr Jane Mee advised that she is in touch with Tony Hodder about the recent youth engagement survey with Rural Media. The Clerk mentioned a forthcoming Ledbury Reporter article in respect of a youth project and advised that Councillor McAll had been involved with this consultation.

Tim Keyes suggested the church bells as a good starting point for engaging with communities across Ledbury, he referred to the inclusion of John Masefield in the Church Tower display and said he would be happy to develop activity for groups.

Mark Lister highlighted the 150 vulnerable households currently being supported by the Food Bank. Dr Jane Mee advised that she is working with Councillor McCall on the HAF (Holidays, Activities and Food) programme. Mark Lister advised that it would be possible to use space for up to 15 people at the food bank.

Amy Howard suggested contact with Ledbury Poetry Community Engagement Officer, Dee Davidson. Councillor l'Anson highlighted FUEL, a weekly youth facility in the Community Centre, run by Kiln Church.

**RESOLVED:**

- 1. That Dr Jane Mee consider what the priorities for next steps should be.**
- 2. Amy Howard and Olivia Trueman to contact Tamsin, creative director at 2-faced Dance.**
- 3. Mark Lister and Dr Jane Mee to communicate about engagement with the Food Bank.**
- 4. Tim Keyes to communicate with LEAF re: community engagement.**
- 5. Dr Jane Mee to contact Dee Davidson (Ledbury Poetry Community Engagement Officer).**
- 6. Olivia Trueman to contact Kiln Church re: FUEL.**
- 7. Caroline Magnus to ask Dr Philip Errington to contact RSC about lending costumes or sharing ideas for the anniversary year.**
- 8. Caroline Magnus to research the recollection of a 1980's event at the Cutty Sark and look for other sources to inspire community engagement projects in the archive.**

**JM134 ANTICIPATED COST OF FINAL MEMORIAL**

Dr Jane Mee asked for input on the anticipated cost of the final memorial. The following types of memorials were considered – gates (c.£50k), bronze sculpture (c.£100k), water memorial, ships mast head, weather vane, trail and map, display boards (particularly in the alley ways), sound boxes, John Masefield map overlay showing Ledbury scenes, digital map overlay.

It was agreed that there is no preferred outcome, and the period of consultation will shape the memorial and the final cost, although a ballpark figure of £100k seemed right. Dr Jane Mee advised that various costs would be helpful at this stage.

Dr Jane Mee advised that the intention is to submit the application in May.

**RESOLVED:**

1. **Caroline Magnus to contact Mark Richards about competitive tendering.**
2. **Councillor l'Anson to contact Peter Smith re: cost of Jenny Lind statue.**
3. **Justine Peberdy to investigate the cost of the Hereford Bull.**
4. **Tim Keyes to contact an artist who creates projects with trails/maps.**

**JM135 IDENTIFYING RISK**

Dr Jane Mee advised that the NLHF application requires the identification and mitigation of risk. The Clerk suggested a small task and finish group to undertake this work, with other members feeding into via email.

**RESOLVED:**

1. **Dr Jane Mee to draft a document with anticipated risks.**
2. **Clerk to set up a Task and Finish Risk Group including Dr Jane Mee, The Clerk, Tim Keyes, Amy Howard, Councillor Morris.**

**JM136 FIT FOR THE FUTURE**

The Clerk advised that the membership fee for Ledbury Town Council would be £150. She suggested that this membership could be useful for other Council projects and therefore suggested a recommendation to the Finance, Policy & General Purposes Committee that Council pay for this subscription.

**RESOLVED:**

**That the Clerk submit a recommendation to the Finance Committee that this membership fee is covered by Ledbury Town Council.**

**JM137**

**UPDATE FROM COMMUNICATIONS STEERING GROUP AND ITEMS FOR CONSIDERATION**

A draft letter to invite potential celebrity patrons was considered and Councillor Morris asked the working party to send him any comments by the end of the week. It was agreed that the letter would be put on hold until the new John Masefield Memorial visual identity was ready.

Caroline Magnus had concerns over the line "Will you be our tall ship?" She also suggested that it might be nice if the final design included a tall ship and star.

Councillor l'Anson asked that Elizabeth Barrett Browning be included in the list of poets within the letter.

The visual identity contract had been put out to tender and 6 designers had been invited to submit their quotes by Friday, 5 April. It was agreed that a shortlist would be created by the Clerk to include herself, Councillor l'Anson, Justine Peberdy, Caroline Magnus and the CDO.

Members were provided with a draft introduction to the John Masefield Memorial appeal, created by Caroline Magnus, for inclusion on the website page. Dr Jane Mee agreed that it supports what she needs for the funding application.

Councillor Morris asked for comments on the draft from Caroline to be provided by the end of the week.

The CDO reported that the domain name "johnmasefield.org" was available for purchase. Concerns were expressed about the time and cost of maintaining a separate website. However, it was agreed that the domain name johnmasefieldmemorial.org should be reserved at a cost of circa £10.00.

**RESOLVED:**

- 1. That the CDO be instructed to reserve the domain name "johnmasefieldmemorial.org" at a cost of circa £10.00**
- 2. That the Clerk convene a small group to shortlist the designers to include herself, Councillor l'Anson, Justine Peberdy,**

**Caroline Magnus and the CDO, with the outcome of the process being reported back to the next meeting of the Working Party.**

- 3. Members of the Working Party to provide comments on the draft letter to patrons and the introduction text by the end of the week (5 April 2024).**
- 4. That the letter to the potential Patron be held in abeyance until such time the visual identity of the project was available.**

**JM138**

**OUTCOME OF MEETING WITH COUNCILLOR NEWSHAM IN RESPECT OF TAKING UP POST OF TREASURER**

The Clerk reported that Councillor Newsham had expressed concerns around the difficulties of setting up charity accounts. He felt that an easier option would be for John Masefield Society to set up a separate account. Chris suggested it would be under the overall control of the Society treasurer with separate signatories. She advised that she would consider how this would work under LTC policy for account signatories.

Dr Jane Mee advised that as the lead organisation, any funding received from NLHF must be held in the Council's account and cannot be transferred to an account held by another organisation. It was suggested that the Clerk should investigate whether this could be an earmarked reserve within Council budgets. Dr Jane Mee advised that the money is paid in arrears so cash flow would need to be managed.

Chris Noel advised that the reason for suggesting that the John Masefield Society set up the account to receive any NLHF grant was because they had charitable status. Dr Jane Mee advised that this is not relevant to NLHF funding.

Dr Jane Mee reminded the Working Party that this issue had been raised at the last meeting.

Councillor Furlonger asked about the terms of payment of any grant with respect to managing cash flow. Dr Jane Mee advised that the terms and conditions of payment from NLHF should be checked. Tim Keyes cautioned that LTC would need good systems for recording evidence required for reporting and claiming funds from NLHF. Amy Howard advised that the person appointed to the role that the grant from NLHF would fund, should have experience of managing cash flow, claiming and reporting.

**RESOLVED:**

- 1. The Clerk to consider how to manage an earmarked reserve within the Council's budgets.**
- 2. That the Clerk check the terms and conditions of payment of grant from NLHF.**



3. **That it be noted that any payments from NLHF will be paid in arrears and that the Council would need to be aware of this due to having to pay invoices in advance of receiving the funds.**

**JM139 PROJECT PLAN AND TIME LINE**

The working party considered the working document prepared by Councillor Furlonger. Councillor Furlonger thanked Dr Jane Mee for her input. Councillor Morris requested that members send the Clerk any ideas, amendment and additions.

**RESOLVED:**

**That Members of the Working Party to send any amendments to the document to the Clerk.**

**JM140 ADVENT CALENDAR**

The CDO outlined the idea of an online Advent Calendar on the website/webpage with each day revealing a John Masefield fact or poem. She suggested waiting until the visual identity was agreed upon before this idea was developed. Tim Keyes expressed reservations about a secular calendar being referred to as an advent calendar. Caroline Magnus suggested that, with so much happening in the Christmas period, this would work as a countdown to his birthday on June 1. Amy Howard suggested it could be a countdown to the official opening of the memorial.

**RESOLVED:**

**That this be reconsidered as an alternative to Christmas such as a countdown to the final event.**

**JM141 DATABASE**

Councillor Morris suggested that the CDO might maintain and grow the database, to include businesses, dignitaries, friends, funders, etc. Tim Keyes highlighted that Ledbury Community Day and Ledbury Focus will identify those who should be included. Dr Jane Mee advised that a database for funders would need regular updating, and relationships managed, and so suggested that Councillor Morris should be involved in maintaining it.

Councillor Morris suggested that this working party should have a stand at Community Day (18 June, 10am – 2pm) in order to raise awareness of the project, and that Caroline Magnus and Chris Noel might help to man the stand. It was agreed that the stand should be registered to John Masefield Memorial.

Justine Peberdy asked if it were intended that the stand would introduce the brand, identity, show how people can get engaged, sign up to mailing list. Dr Jane Mee cautioned to be mindful of capacity, and that there is no need for a mailing list of individuals if we are engaging with group leaders. Councillor Morris highlighted the importance of raising awareness and profile of the project.

It was suggested that the Communication Steering Group could have a presence on the stand. Amy Howard agreed that if the stand were positioned near Ledbury Poetry then they could offer cover when needed.

Councillor Morris agreed to apply for the stand. Councillor Furlonger suggested that the Communications Steering Group will consider what literature should be produced for the occasion.

**RESOLVED:**

1. **Councillor Morris to register the John Masefield Memorial for Community Day stand.**
2. **Communications Steering Group to consider literature for Community Day.**

JM142

**DATE OF NEXT MEETING**

**RESOLVED:**

1. **Dr Jane Mee to forward the draft application for comments before the next meeting.**
2. **To note that the next meeting of the John Masefield Memorial Working Party will be held on Wednesday, 1 May 2024 at 2.00 pm in the Council Offices.**

The meeting ended at 11.48 am.

Signed .....

Dated .....

**ACTION SHEET  
JOHN MASEFIELD**

Agenda Item: 4

Minute No.	Action	To be Actioned by	Date Actioned	Comments	Status
JM133(1)A 5:F12B17 A5:F13A5: F15A5:G1	That JM consider what the priorities for next steps should be	JM		Discussed with SF who raised Q. Priority is to get draft application to working party + get relevant approvals from LTC.	Completed
JM133(2)	AH & OT to contact Tamsion, creative director at 2-Faced Dance	AM/OT			
JM133(3)	ML & JM to communicate re engagement with Food Bank	ML/JM		Not followed up by JM. Did discuss with OT.	In progress?
JM133(4)	TK to contact LEAF re community engagement	TK			
JM133(5)	JM to contact Dee Davidson (Led. Poetry Com. Engagement Officer)	JM		Spoke to Director instead.	Complete.
JM133(6)	OT to contact Kiln Church re FUEI	OT			
jm(133(7)	CM to speak with PE to contact RSC about lending costumes or sharing ideas for the anniversary year	CM/PE			
JM133(8)	CM to research event at Cutty Sark and look for other sources within the archives to inspire community engagement	CM			
JM134(1)	CM to contact Mark Richards about competitive tendering	CM	Apr-24	CM provided contact details and Jane spoke to Mark. V informative conversation re commissioning process.	Complete.
JM134(2)	HI to contact Peter Smith re cost of Jenny Lind statue	HI			

JM134(3)	JP to investigate the cost of Hereford Bull	JP	26.04.2024	Confirmed cost of Hereford Bull in 2012 was c £150,000 including plinth (£40,000)	Completed
JM134(4)	TK to contact an artist who creates projects with trails/maps	TK			
JM135(1)	JM to draft a document with anticipated risks	JM	01-May	Aim was to do this at meeting. Separate meeting on 1/5.	In progress
JM135(1)	Clerk to set up Task & Finish Group including JM, AP, TK, AH, NM	AP	01.05.2024	Meeting arranged for 11.00 am on 1 May 2024	Report back to WP meeting on 01.05.2024
JM136	Clerk to submit recommendation to FPGP committee	AP	TBC	Meeting dates to be confirmed at Annual Council meeting on 09.05.2024	In progress
JM137(1)	OT to reserve domain name "johnmasefieldmemorial.org" at a cost of circa £10.	OT			
JM137(2)	That the Clerk convene a small group to shortlist designers to include AP, HI, JP, CM and OT	AP	25.04.2024	Meeting held on 25.04.2024	Report back to WP meeting on 01.05.2024
JM137(3)	Members provide feedback to the Clerk on the draft letter to the patron by 05.04.2024	All members	05.04.2024	No feedback received	completed
JM137(4)	That the letter to the potential Patron be held in abeyance until suchn time the visual identity is available	TC	TBC	See J136 above	

JM138(1)	That the TC consider how to manage an earmarked reserve within the Councils budget	TC	Future budgets	There is a budget line for JMWP included in the LGTC Budget for 2024/25 - Clerk would suggest that this remain a budget line for the duration of the project so that any funds (income or expenditure) can be allocated to this Cost Centre going forward	Future budgets
JM138(2)	That the TC check the T&C's payment of grant from NHLF	TC	Apr-24	No information found in T&C's in respect of whether payments are made to recipient in arrears - JM investigating further	In progress
JM138(3)	That it be noted that any payments from NHLF will be paid in arrears and therefore LTC will need to be aware of this and set an initial budget to cover preliminary expenditure	TC	Oct-24	Consideration to be given to including funds to cover initial costs or alternatively agree to cover from Reserves	To be considered at budget setting process
JM139	That members provide amendments/feedback to the project plan/timeline to the clerk	All Members		No feedback received	Completed
JM140	That an alternative to a calendar be considered such as a countdown to the final event.	WP	Future date	To be considered at a later date	TBC
JM141(1)	Councillor Morris to register JMM for stad at Community Day	NM	Apr-24	Table to be in Poetry House	Completed
JM141(2)	Communications Steering Group to consider literature for Community Day	SF/IP	30.04.2024	Meeting arranged to discuss	In progress
JM142	JM to forward draft application to all members prior to next meeting	JM/AP	24.04.2024	Draft sent to all members and all asked to bring comments to meeting on 01.05.2024	Completed

**JMMW Working Party Project Plan - High Level**

Task	Who	Quarter 2024				Quarter
		Quarter 2 2024	Quarter 3 2024	Quarter 4 2024	Quarter	
Submit full application to NHLF	JM, NM, SF					
Recruitment of key staff, key freelance contracts etc	SF, NM					
Evaluation plan in place, project staff in post	SF, NM, AP					
Develop plan for community engagement						
Launch familiarisation/ community projects	SF, NM, AP					
Public events programme in place / progress	SF, NM, AP					
Familiarisation projects complete, showcase event	SF, NM, AP					
Consultation phase begins with participants/ wider community	SF, NM, AP					
Focus/ medium for memorial agreed, broef for makers drafted, ongoing engagement programme incorporated	SF, NM, AP					
Public events programme continues	SF, NM, AP					
Advertise for maker/ craftsmen	SF, NM, AP					

<b>Interviews and site visits</b>	SF, NM, AP									
<b>Memorial build begins</b>										
<b>Production of memorial continues with site visits</b>	SF, NM, AP									
<b>Public events programme</b>	SF, NM, AP									
<b>Memorial complete</b>										
<b>Memorial installed</b>										
<b>Formal opening &amp; celebratory event</b>										
<b>Draft final report for NLHF</b>	SF, NM, AP, JM									













<b>JOHN MASEFIELD MEMORIAL WORKING PARTY</b>	<b>1 MAY 2024</b>	<b>AGENDA ITEM: 4(ii)</b>
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Report prepared by Angela Price – Town Clerk

## **IMPORTANCE OF CORRECT COMMUNICATION**

### **Purpose of Report**

The purpose of this report is to ensure all Members of the John Masefield Memorial Working Party have a clear understanding of what is required in respect of communication and administration in respect of the project and Working Party.

### **Detailed Information**

Members of this Working Party are aware that in order to make an application to the NLHF for this project, Ledbury Town Council are the lead partner on the project.

As such this working party remains under the remit of Ledbury Town Council and is required to comply with the requirements of the Council's Standing Orders and Financial Regulations. In order to ensure this is undertaken it is important that, as the Head of Paid Services, the Clerk and in her absence the Deputy Clerk, are kept informed and copied into emails and correspondence.

It is the Clerk's responsibility to prepare the agenda for the meetings and to ensure that the minutes are transcribed and provided to members of the group and therefore it is important that she is kept up to date of any actions undertaken or required so that these can be included on the agenda for each meeting.

It should also be noted that as a working party, the group does not have any power in relation to making decisions on financial matters and expenditure. All such matters must be referred to the Standing Committee responsible for this working party for decisions or further referral to the Finance Committee.

A copy of the Terms of Reference for this Working Party is attached for Members review ahead of them being approved at the Annual Council meeting scheduled for 9 May 2024.

### **Recommendation**

That members give consideration to the attached Terms of Reference in respect of this Working Party and make suggestions for any amendments or additions for consideration by Ledbury Town Council at its annual meeting on 9 May 2024.

**LEDBURY TOWN COUNCIL**

**TERMS OF REFERENCE**

**JOHN MASEFIELD MEMORIAL WORKING PARTY**

**1. Purpose**

The purpose of the John Masefield Memorial Working Party is to:

- a) Establish a memorial to commemorate the life of John Masefield.
- b) Seek funding for the work required to achieve the memorial.
- c) Provide support in the facilitation of community groups and event organisers within the Town in relation to John Masefield events.

**2. Quorum**

To enable the John Masefield Memorial Working Party to meet its quorate requirements, there MUST be two members of the Working Party present, regardless of whether they are Councillors or non-councillor members of the Working Party. However, there MUST be at least one Councillor present for the meeting to proceed.

**3. Membership**

Members of the John Masefield Memorial Working Party can be appointed at any time during the Municipal year and will consist of Town Councillors, members of relevant local groups/organisations and members of the public.

The Membership will be made up of Councillors, stakeholders and representatives of local community groups.

**4. Chairman**

A Chairman will be appointed annually, at the first meeting of the Working Party.

The Chairman will be the main point of contact for the Town Clerk.

The Town Clerk will ensure minutes are taken from the meeting ensuring the capture of any actions proposed. This report will be submitted to the next meeting of the Planning Economy & Tourism Committee for consideration.

## **5. Powers**

Working Parties cannot make decisions on behalf of the Town Council. Any recommendations made by this group will be subject to approval by the Planning Economy & Tourism Committee, Finance, Policy and General Purposes Committee and/or Council. This group has no budgetary powers.

The Council's Standing Orders apply to all meetings of the Committee.

## **6. Responsibilities and Areas of Operation**

- The timeframe to establish a John Masefield memorial is not expected to exceed a three-year period.
- The memorial is to be dedicated to John Masefield and no other poets at this stage.
- Engagement with the artistic profession, e.g. 'call for artists'.
- To liaise and work with educational institutions.
- To obtain a minimum of three quotes in respect of the provision of any marketing material, memorial artwork etc, to be approved by the Planning Economy & Tourism Committee, Finance, Policy and General Purposes Committee and/or Council.
- To ensure that appropriate fund raising and public engagement is undertaken subject to receiving approval from the Planning Economy & Tourism Committee.
- To continually engage with the local traders, stakeholders and other interested parties via the Working Party meetings to ensure that momentum is maintained.
- To book buildings or outdoor venues for events if needed (for Council events only).
- To book activities or entertainment (for Council events only).

The Working Party will keep the Council fully informed, providing reports to the Planning Economy & Tourism Committee meetings and ensuring that copies of all relevant documentation are made available for inspection by Council members.

## **7. Review of Terms of Reference**

These Terms of Reference will be approved by Council at its Annual Meeting and received and noted at the first meeting of the Planning, Economy & Tourism Committee each municipal year.

## NLHF Full Application Questions + Answers so far .....

Vision What do you want to achieve? 150 words (max) to be published on NLHF website.

Heritage focus What heritage does the project focus on? Tell us about the subject and time period.

The writer John Masefield was born in Ledbury and June 2028 will be the 150<sup>th</sup> anniversary of his birth. Although hugely popular in his lifetime, his work is now largely forgotten.

Masefield matters because he is Herefordshire's only Poet Laureate, was highly respected by his contemporaries (poets such as Yeats and Larkin), inspired future generations of writers and his work was read by people from all walks of life. His work references the countryside of Herefordshire, local landmarks and places. Today Ledbury is home to a significant Masefield archive and an international poetry festival.

As a child/young person Masefield overcame adversity to achieve his dream of becoming a writer: being orphaned, sent off to naval school aged 13, jumping ship and a period of vagrancy in the USA followed by bar work and work in a carpet factory before returning home.

[Copy as Enquiry Form. To be developed by Philip?]

Is heritage at risk? Yes. if yes explain why.

At risk of being forgotten in town of his birth.

[Philip to elaborate?]

### ABOUT YOUR PROJECT

Title (225 characters)

The Ledbury Poet, rediscovering the life and work of John Masefield on the 150<sup>th</sup> anniversary of his birth

When will the project happen? Start and end dates. XXXX 2025 and 31 August 2028

Address where the project will happen? Same location as organisation.

Have you received any advice from us? Yes. If yes, tell us about the advice you received.

The advice explains the things we need to address in our application to ensure it meets NLHF requirements. It indicates that the project potentially meets the NLHF investment principles, especially inclusion, access and participation although we need to develop this further in the full application, ensuring reflected in costs.

We need to explain why the project needs to happen, why now and what opportunities it will address. This can be evidenced in letters etc from specialists, contributors and participating groups.



We need to focus on heritage as this is what NHLF fund -although recognising the role of the arts as a tool to facilitate engagement- explaining how participants will explore the heritage, the heritage resources and sources of specialist knowledge involved in the project and how the heritage will be shared with the wider community. This is key to ensuring our application is strong/competitive.

The advice also references the potential partnership with Ledbury Poetry and the need for a partnership agreement setting out roles and responsibilities. It flags potential pitfalls around full cost recovery versus professional fees and, if in fact the latter applies, the requirement to meet NLHF procurement requirements. More generally the application must reflect NLHF procurement and recruitment guidelines. Job descriptions and briefs should be provided.

The creation of newly constructed (capital) assets is not a priority for NLHF. The creation of the memorial would therefore need to demonstrate clear consideration of the four investment principles and strong need and demand. The costs of the memorial would need to be proportionate. We will need to provide information about ownership, permissions, condition surveys and any legal restrictions which may affect our project, also how will it be maintained in the future and who will meet the cost. We also need to be clear about what will happen to the heritage assets generated by the first two stages of the project.

We need to complete the project plan and risk register templates and should include contingency in the project costs to mitigate identified risks. We should build in evaluation from the start of the project, including cost. We also need to consider how we would acknowledge the grant, if successful, and associated costs.

The advice also points out the need to ensure that the project plan and project costs are aligned with each other and costs proportionate. Throughout the advice there is reference to NLHF guidelines and good practice. (401)

Have you received advice from anyone else? Eg specialists, community groups, planning, ensuring wellbeing of those involved. Yes. If yes, tell us about the advice.

Masefield specialist Dr Philip W. Errington

John Masefield Association re use of the Masefield Archive (held at the Masters House) during the project and the procedures involved in access, use of the associated display case to showcase outputs of participants, also re-introducing volunteers (post coronavirus pandemic) to support access and the training required.

Merchant Navy Association (Hon Secretary) re sharing experiences of their members with project participants (training, life at sea), also guidance on relevant museum collections (Greenwich, Liverpool), current ship training schools, and the ship most similar to that which Masefield sailed upon (Cutty Sark).

Clisset Wood (GL) re practicalities of organising a session involving skills relating to coppicing and greenwood working with young people to create hazel thumb-sticks (inspired by examples in the Masefield Archive). Discussed including work with pole-lathes (foot-pedal-

powered), a campfire and cooking over the flames, also numbers of participants, number of sessions to complete activity, Health and Safety, costs and timings (cutting late autumn/early spring, once carved the stick would need to dry before finishing).

Herefordshire Wildlife Trust (Nature Action Team lead)) re approaches to engaging people with the local countryside including their WildPlay activity sessions and bespoke activity linked more directly to Masefield's work. Flagged that staff are not able to make the links with Masefield's poems. Discussed likely charges.

Sculptor (Mark Richards) re commissioning process, what makes a good brief, responsibilities of the maker and client, time required, where to advertise, how involving the wider community would work, the makers fee and other costs. MR willing to talk to project participants about process / developing the brief.

Ledbury Rugby Football Club (General Manager) re the groups the club works with -children on the Holiday Activities and Food (HAF) programme and people with dementia- and how we would involve them as participants. Also, use of the club as a venue and in-kind match-funding.

Creative practitioners about how they would approach this project -to ensure wider public involved in the consultation as well as target audiences for example- the groups they have successfully worked with in Ledbury, experience of barriers to participation (avoiding the words 'poet', 'art', 'John Masefield'), fees and costs of materials etc.

Tell us what you will do during the project Activities and events, the things you will create. A project plan is required using NLHF template.

The project has three phases of activity.

ONE A series of familiarisation projects will engage community groups with the work and life of John Masefield. Themes taken from his writing and the experience which informed it will be the starting point for each project; the surrounding countryside and wildlife of Herefordshire, countryside skills, his love of the sea, sailing ships and life on board ship, his role in procuring ambulance ships for the Gallipoli campaign and, of course, overcoming adversity to achieve your dream. Projects will entail visits to relevant locations; the Daffodil Fields and Malvern Hills for example, Maritime Museums at Greenwich and Liverpool, conversations with people who can provide insight into Masefield's experience -the curator of Cutty Sark for example and ex merchant seamen as well as the opportunity to share a similar experience; climbing the rigging of Cutty Sark for example or carving a walking stick from hazel coppice as Masefield is said to have encouraged (convalescing?) soldiers to do during the First World War. Each group, with the support of freelance creatives and makers, will produce a tangible output capturing their experience and knowledge -a film, or zine, or dance- which will be shared with other participating groups and the wider community.

Wherever possible participants will be reached through existing groups and networks -young carers, families using food banks, people with visual impairment, refugees, residents of care homes, patients at the local hospice, students attending the Pupil Referral Unit.

A programme of events will engage the community -adding value to existing events such as Big Green Week and Heritage Open Days for example- and provide a light-touch engagement opportunity for some target groups -families attending a WildPlay session for example or a programme of activities based on the animals in the children's story The Midnight Folk.

It is envisaged that the familiarisation phase will take about 12 months, ending with a celebratory event to thank participants and share their work.

TWO The participants in these projects -with their newly gained knowledge will then share their experiences and views through a series of facilitated workshops on what form a memorial to commemorate Masefield should take, where it should be located and how they should be involved in its commissioning and creation. This consultation phase will be facilitated by an experienced creative practitioner and will include opportunities for participants to learn more about the commissioning process and what to include in the brief, to visit artists/makers studios, and to view examples of sculptures or installations or trails that might work for Masefield. They will also assess potential approaches against the NLHF's four investment principles.

Consultation will also involve the wider community through a hands-on activity using clay or similar medium to explore what a memorial is and what form it might take. The activity would take place in school or with families in a community setting.

The consultation phase would take 4-6 weeks. Recommendation/s for the memorial would be in the form of a presentation to the project board.

THREE The final phase of the project will be the creation of a memorial to Masefield in Ledbury and celebratory event/s to accompany its opening in June 2028. It is envisaged that participants in the consultation group will remain involved throughout and be actively involved with any decisions that are made –selection of the artist/maker for example- and will contribute to the opening event.

(565 words)

Will capital works be part of the project? I.e works that create or improve an asset. Yes. If yes, who owns the asset?

The memorial will be an asset owned by Ledbury Town Council. Although noting that the site/s on which the memorial is located may not be owned by the council.

Do we need any permission to carry out the work? Access rights, listed building consent, planning permission, consent to record audio or take photos of individuals. Yes, explain what.

[Ledbury Town Council to provide answer to this].

Will you be creating any digital works? No.

Will you be acquiring any buildings, land or heritage items as part of the project? Yes. Explain what / how.

We will be commissioning a new memorial to the poet John Masefield, as part of the project.

What form the memorial will take will be decided by the people of Ledbury who have taken part in the project; participating in activities to reacquaint 'everyone' with the life and work of John Masefield (the familiarisation phase) and sharing their views through consultation (the consultation phase). The key output of the consultation will be a recommendation/s on what form the memorial should take and a list of requirements to go into the brief for the commission.

As part of the consultation phase participants will consider the purpose of a 'memorial' and its role in carrying the idea of an individual into the future. They will also have gained insight into the commissioning process and considered their ongoing role in overseeing the commission.

The recommendation/s will also be informed by consideration of the National Lottery Heritage Fund's four investment principles; for example how will the memorial help to ensure that Masefield's legacy remains accessible and valued in Ledbury, should the memorial be crafted using traditional and local skills, how will we ensure that the environmental impact / carbon footprint of the memorial is minimal (at the point of making plus future maintenance), how does the memorial help address barriers to access for people under-served by heritage and how will the memorial benefit the local economy?

The brief for the artist/maker will provide details of the subject matter to which the artist/maker is to respond, the site, size constraints and the end date for installation. (The viability of the site/s will have been checked in advance).

The commissioning process will be open in accordance with NLHF and council procurement policy. Ten examples of work will be requested with a covering letter and references (want to see successfully delivered and completed on time). A shortlist of 3 artists/makers will be selected and paid (£3,000 ea) to produce initial drawings and a maquette. These will be publicly exhibited for a week or two and the artist/makers will present their ideas to key stakeholders. The final selection will be made by a small panel which will include a representative or two of the participants involved from the outset. A contract will be issued to the successful artist/maker.

(371/500 words)

Funding subject to the Subsidy Control Act 2022. Is the funding applied for likely to be a subsidy within the act and any advice taken.

[Ledbury Town Council to respond]

How will you maintain the benefits of the project post funding? ie things produced, manage heritage in the future and costs relating to managing heritage.

The project will produce a memorial to John Masefield and outputs produced by each of the community projects.

The memorial will be owned and maintained by Ledbury Town Council. As part of the brief for the commission we will request that the maker includes a maintenance plan with outline costs. The town council will make provision to fund the cost of maintenance (as formally agreed at the council meeting of XXXX 2024). It is envisaged that the memorial, in whatever form it takes, will evoke interest and provoke conversation in a way that will keep the memory of John Masefield alive in the town of his birth. A separate website is being created for the memorial (funded by Ledbury Town Council) to support fundraising etc and this will be used to promote the memorial post-project.

A number of outputs will be created throughout the familiarisation and community engagement phase of the project. It is not possible to say what form these will take at this stage. However, they are likely to include film documenting different aspects of the project – young people interviewing ex Merchant Seamen for example or XXXX. Where feasible these films will be made available online. Other outputs may include oral histories or reminiscences captured using a word-based medium (older people in response to a visit to the Daffodil Fields for example). These outputs would be offered to XXXXX.

#### ABOUT THE NEED FOR YOUR PROJECT

Why does your project need to happen? Why now? And what opportunities your project will address. For example tell us:

- If risk critical and how project will address this
- Key dates or anniversaries that project will celebrate
- Partnership funding available -now / in future
- What happens if no grant from us
- Why important to local community and why they want project to happen
- If there are any barriers to people engaging with heritage and how project will remove them
- How your project supports relevant local strategies or objectives for investment, community engagement, growth or development strategies

The writer John Masefield was born in Ledbury and although hugely popular in his lifetime, his work is now little read and Masefield is at risk of being forgotten including in the town of his birth. The 150<sup>th</sup> anniversary of his birth in June 2028 represents the ideal opportunity to rectify this and reconnect the people of Ledbury with his life and work. Without the support of the National Lottery Heritage Fund this project will not take place and a once-in-a-generation opportunity will be missed.

One of the barriers to people engaging with Masefield is to do with language; his writing feels dated and is often clumsy –he wanted to get on with telling the story perhaps rather than always finding the best words to tell it. Fortunately, the experience and interests which informed his writing resonate with life today and provide numerous and varied opportunities to engage people; the countryside of Herefordshire and its wildlife, local landmarks and places; ordinary people and rural life, his love of the sea and sailing ships and life onboard, his experiences during the First World War.

The project is important to the groups and organisations represented on the project working party – Ledbury Town Council, the John Masefield Society, Ledbury Civic Society, the John Masefield High School, Ledbury Poetry, Ledbury and District Bellringers; all are keen to see John Masefield better understood and remembered in the town of his birth.

Organisations and individuals with whom the project has been discussed, have responded enthusiastically to the opportunity; the Merchant Navy Association for example whose members are willing to share their experience of life at sea with project participants and the Herefordshire Wildlife Trust whose Nature Action Team have developed an outline offer for families inspired by the animals -all local wildlife- which appear in the Midnight Folk, a children's book written by John Masefield.

Similarly, there has been an enthusiasm for involvement from the organisations that work with our target audiences, for example Ledbury Foodbank which supports families and Ledbury Rugby Football Club supporting children in receipt of free school meals taking part in the Holiday Activity and Food programme. Although there are no community groups devoted to supporting young people in Ledbury, the John Masefield High School has agreed (TBC) to involve young people who would particularly benefit from engagement and the opportunities the project offers. Community Action Ledbury has suggested that its role would be to provide the transport that would enable older and socially-isolated people to participate.

The project contributes to delivery of the Herefordshire Cultural Plan 2023-2033 with its emphasis on 'great place', the democratisation of culture and supporting children and young people. Ledbury Poetry XXXX

Any specific community your project dedicated to serving? Select any that apply.

People who have migrated / experience immigration system, people who are disabled and/or neurodivergent, Older (65+), Younger (under 25), People who are educationally or economically disadvantaged, other groups.

Who else have you approached about funding for the project? Funding secured, planning to apply for, raised through fundraising or crowdsourcing, from your own resources.

[Fundraising Group to draft please]

Investment Principles (IPs) How does the project meet NLHF IPs? Four of them, up to 500 words for each IP, okay if project focus is on one or two of them.

SAVE HERITAGE

This project will reconnect people with the once popular and provocative (cutting-edge), now largely-forgotten work of Masefield: his love of the countryside and the sea and the lived-experiences which informed his writing. This will be achieved through a series of community-based familiarisation projects which using a variety of sources will explore, for example, his experience as a merchant seaman, the countryside of Herefordshire, how he used fantasy and reality in his work.

The understanding gained by participants will then be harnessed to develop a lasting memorial.

Through the consultation phase of the project, participants from each familiarisation project, and other related activity, will share their newly acquired insight into Masefield's life and work with each other, working together to decide upon what would be an appropriate memorial to Masefield and to develop the brief for the commission.

As a result of this project Masefield will be more relevant to and valued by the local community and Ledbury will be home to a new, accessible memorial that will inspire conversation and dialogue and be a source of pride for residents.

## PROTECT ENVIRONMENT

Much of Masefield's writing is inspired by the natural environment – particularly the landscapes, countryside and wildlife of Herefordshire. Masefield uses his detailed knowledge of the local countryside and its wildlife in his writing; you can find the places he refers to on the local OS map; the views that were important to him are relevant today; identified for protection in Ledbury's Neighbourhood Development Plan. The project will provide opportunities for people to connect to the natural heritage; to explore the countryside through play, hands-on activities, guided walks and visits to wildlife sites. These activities will be led by organisations such as the Herefordshire Wildlife Trust, and potentially the Ledbury Naturalists and the local branch of the Council for the Protection of Rural England for example.

Throughout, we will use practical measures to reduce the environmental footprint of the project including for example use of public/community transport wherever possible.

A consideration of environmental impact will inform decisions regarding the choice of memorial in terms of both its production and ongoing maintenance.

Ledbury Town Council has, independently of the outcome of our application to the NLHF, joined Fit for the Future as it can see immediate benefits that will inform its policies and plans.

(202 words)

## INCLUSION, ACCESS AND PARTICIPATION

The aim of this project is to familiarise people with the writer John Masefield through the experiences that shaped his life and writing; then to enable them to share their new insight with other participants in the project, using this knowledge to decide what form a memorial to John Masefield should take and then finally, to be actively involved in the commission.

Although the wider public will have opportunity to engage, the target audiences for the project are young people, older people, people who have migrated, people with visual impairment, families that are economically or educationally disadvantaged and people who are patients at the local hospice.

To facilitate participation we will:

- Offer a variety of opportunities to engage based on the different themes offered by Masefield's experience, some light touch (eg participating in a WildPlay session led by the Herefordshire Wildlife Trust) others more in depth and over a longer period of time (exploring life at sea with ex merchant seaman)
- Work in partnership with existing groups and organisations that support our target audiences, engaging with them in their community in their usual meeting place
- Where participants need to travel to visit a relevant location (eg the Daffodil Fields locally or a Maritime Museum in London or Liverpool), the project will provide the transport costs (using public / community transport wherever possible)
- Where the group is a network and does not meet regularly but would like to in order to participate, we will pay the cost of venue hire, any hospitality and transport
- Celebrate the completion of individual projects and at the end of the familiarisation phase with an event bringing participants in all the in-depth projects together
- Provide certificates of participation if this is something the groups would like
- Recruit two project staff with great people skills, one a young person (under 25) as a paid (living wage) intern
- Provide high quality opportunities, giving participants access to genuine specialists and creatives with a track record of successful community engagement
- Provide hospitality throughout
- Ensure that the recommendations made as a result of consultation are acted upon
- Empower participants to be actively involved in any decisions regarding the production of the memorial including selection of the artist/maker, providing training if helpful
- Provide participants who commit to the consultation and commissioning phases of the project with payment in the form of vouchers (thinking of young people in particular)
- Ensure the groups who took part are represented at any launch or unveiling event

NB LTC Safeguarding Policy  
(428 words)

## ORGANISATIONAL SUSTAINABILITY

Several heritage-related organisations sit on the project working party: The John Masefield Society, Ledbury and District Civic Society, Ledbury Poetry, Ledbury and District Bellringers. Being actively involved in this project will provide an opportunity to gain experience of how to successfully deliver a project co-creatively; in genuine partnership with the community. This should benefit future heritage projects in the town strengthen organisations active in town. Volunteers xxxx

(65 words)

## DELIVERING YOUR PROJECT

How is your organisation best placed to deliver this project?

- Experience of running similar projects
- Staff / Board / Trustees knowledge and skills



- Capacity to deliver project at same time as usual work
- Your connections with other relevant projects or organisations

[Ledbury Town Council to draft initial copy]

How will you manage running project? How managed day to day and people involved.

[JEM to draft]

Will your project be delivered by a partnership? No

How will you evaluate your project? Evaluate and provide written report. How collect data to measure, analyse and understand what you are doing and provide evidence of what achieved. Who will carry out evaluation? Include Brief and Costs.

[JEM to draft]

Tell us about any key challenges or potential risks and how they might impact the project. Expect to see contingency. Complete the Risk Register.

[JEM will draft post meeting on risk]

Costs Costs are dropped into a matrix in the application form. Not listing headings here.

Are we getting any cash contributions? Yes. If yes, say what and if secured + upload evidence.

JEM: On enquiry form I have said we will raise £25,000.

Are we getting any non cash contributions? Yes. Nominal. This might include free use of a venue, materials from a business etc.

Supporting documents to be uploaded.

- Accounts (NB not required if LA)
- Project plan and risk register
- Job descriptions
- Briefs JEM suggests Consultation, Evaluation Briefs and general call for expressions of interest from freelancers / arts / countryside organisations that may want to be considered for familiarisation projects
- Up to six images eg showing location of project (ensure permissions in place to enable NLHF to use)
- Evidence of support, up to six letters, confirming involvement, financial support, offer of use of venue etc.

**ACTIONS FROM COMMUNICATIONS STEERING GROUP HELD ON 22 APRIL 2024**

Share draft application from Jane – OT

Ask Becky Shaw (LPF) for suggestions of people to invite to event – OT

Share letter of intent sent to Civic Society – NM

Ask Jane what the deadline for confirmed matching funds is – NM

Book the Master's House for an invitation event on Wednesday 11 June, 3pm - NM

Ask Tim Keyes for suggestions of people to invite to event - NM

Look at Elmsley Foundation funding application guidelines – JP

Meeting Tuesday 30 April, 10am re: comms, event – SF/JP

Consider who, what, why, when to create 10 most important messages about the project – SF/JP

Draft invitation to event for c. 30 people – SF/JP

Plan event and presentation – SF/JP

Draft text for pamphlet for Community Day – SF/JP

Draft funding request letter to businesses – SF/JP

Update, add to spreadsheet – ALL

<b>JOHN MASEFIELD MEMORIAL WORKING PARTY</b>	<b>1 MAY 2024</b>	<b>AGENDA ITEM: 8</b>
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Report prepared by Angela Price – Town Clerk

## **RECOMMENDATION IN RESPECT OF SUBMISSIONS FOR VISUAL IDENTITY**

### **Purpose of Report**

The purpose of this report is to provide advise Members of the Working Party with the recommendation from the group nominated to consider Design applications in respect of the Visual Identity of the John Masefield Memorial Project.

### **Detailed Information**

Members will recall that at the last meeting of the Working Party held on 3 April it was agreed that the Clerk, Councillor l'Anson, Councillor Peberdy, Caroline Magnus and the CDO would meet to consider the submissions from the Design Companies in respect of the visual identify of the John Masefield Memorial Project.

Four of the companies asked to provide submissions responded and these which were provided to the group anonymously for consideration. After much consideration and discussion it was agreed that submission four would be recommended to the Working Party and that the reasons for this would be provided verbally at the meeting, noting that two members of the Working Party have declared an interest in the submissions, and therefore will be required to leave the meeting to allow discussion with the remaining Members of the Working Party.

### **Recommendation**

That Members of the Working Party recommend to the Planning, Economy & Tourism Committee scheduled for 16 May 2024 that submission no. 4 be accepted and that they be advised accordingly.