LEDBURY TOWN COUNCIL

6 November 2026

To: Dr Philip Errington, Dr John Holmes, Amy Howard, Tim Keyes, Caroline Magnus, Councillor Nick Morris, Justine Peberdy, Christine Tustin, Councillor Liz Harvey

Dear Board Member,

You are invited to attend a meeting of the **Masefield Matters Board at 11.00 on Tuesday, 10 November 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	(AP)	**5 mins**	
2.	To approve and sign the notes of meetings of the Masefield Matters Board held on 11 September 2026	(JP)	**5 mins**	(Pages 62 – 67)
3.	To vote in new Board member proposed in the last meeting	(JP)	**5 mins**	

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4.	To receive an update on the status of complaints against a Board member including a reading of statement	(NM)	**5 mins**	(To follow)
5.	To receive and note the Action Sheet	(EC)	**10 mins**	(Pages 70 - 75)
6.	To review general public vote, discuss and propose a winner from the three shortlisted designers	(EC)	**30 mins**	(To follow)
7.	To present a progress report with financials (inc. Project Co-ordinator salary deficit) inc NLHF update	(JP/AP)	**15 mins**	(Pages 76 - 81)
8.	To agree key aspects of the final commissioning brief for the winning designer. (e.g. how money will be paid and money and more detailed time schedule)	(EC)	**15 mins**	(Pages 82 - 93)
9.	Discuss unveiling of Trail 1 June 2028	(NM)	**5 mins**	
10.	To Receive and Note Sub Group Updates:		**30 mins**	(Pages 94 - 98)
	9.1. Fundraising	(TK)		
	9.2. Communications	(CM, CT)		
	9.3. Risk	(EC, AP)		
12.	Date of next two meetings	(All)	**5 mins**	

Agree date in December for meeting to agree transition/handover process (inc. review of resources from January 2027 onwards)

Tuesday, 5 January 2027

LEDBURY TOWN COUNCIL

MINUTES OF A MEETING OF THE MASEFIELD MATTERS PROJECT BOARD HELD ON FRIDAY, 11 SEPTEMBER 2026

PRESENT: Justine Peberdy (JP) (Chair), Councillor Nick Morris (NM), Philip Errington (PE) (remotely), Amy Howard (AH) (remotely), Caroline Magnus (CM) (remotely), Christine Tustin (CT).

ALSO PRESENT: Councillor Liz Harvey (EH) (Chairman of Ledbury Town Council), Emma Clowsley (EC) (Project Co-ordinator), Angela Price (AP) (Town Clerk).

86. APOLOGIES FOR ABSENCE

Apologies for absence were received from Dr John Holmes and Tim Keyes.

87. TO APPROVE AND SIGN THE NOTES OF MEETINGS OF THE MASEFIELD MATTERS BOARD HELD ON 14 AUGUST 2026

CM queried the use of the word “notes” rather than “minutes”. It was confirmed that the record should be referred to as minutes.

RESOLVED:

That the minutes of the Masefield Matters Board meeting held on 14 August 2026 be approved and signed as a correct record subject to the above amendment.

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88. TO RECEIVE AND NOTE THE ACTION SHEET

Members reviewed the action sheet and were asked to provide EC with updates on actions allocated to them, including confirmation where actions had been completed.

AH advised that outstanding communications actions could be progressed once Ledbury Poetry’s new Communications Manager, Hayley, was in post from 21 September 2026. It was agreed that the communications actions should then be reviewed with her.

It was noted that the action relating to the conversation with Ian Wilson had been completed. Members also identified that an entry relating to press contacts and the press release concerning the shortlisted designers appeared to have been recorded against the wrong action and should be clarified.
AH clarified that her previous action regarding a play-reading group was to inform the group about Masefield Matters and explore whether it wished to include Masefield material in its own play-reading activity; it was not an action to ask the group to create a new Masefield play.

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Members requested that target dates be shown on the action sheet. It was confirmed that the live spreadsheet contained a target-date column. The live link should be circulated directly to Board members but not to be included in the publicly published agenda pack.

Action:
MM88 EC to update the action sheet accordingly, including completed actions and the corrected wording of AH's play-reading action. AH to confirm the name of the relevant play-reading group. Target dates are to be included in the circulated action information.

89. PROGRESS REPORT AND FINANCIALS

The Board received the progress and financial report. The staffing budget showed a projected shortfall of approximately £2,679, arising from staffing costs including overtime and costs which had not been included in the original budget assumptions. Members were reassured that the overall project remained within budget and that underspends existed in other budget headings.

EH considered that a forecast was required showing the remaining work packages, anticipated expenditure and potential future income before decisions could be made about the use of underspends or remedial action. Councillor Wilkinson was reviewing the project finances and further officer work was required before the Fundraising subgroup could make recommendations.

RESOLVED:
That the progress report and financial information be received and noted, and that no decision on remedial action be taken until fuller forecast information is available.
Action:
MM89 EC, with input from Councillor Wilkinson and the fundraising subgroup, to develop fuller forecast information covering remaining work packages, anticipated expenditure and relevant future income. Timeline to be set following AP meeting with Cllr Wilkinson.

90. REVIEW OF TERMS OF REFERENCE

Members reviewed the revised Terms of Reference and discussed amendments intended to provide greater flexibility and align the Board's governance arrangements with the Town Council's civic year.

It was suggested that the section describing Board membership should refer to representatives from relevant stakeholder organisations, with the listed organisations given as examples rather than an exhaustive list, and that the list should be alphabetical. Members discussed the distinction between organisational representation and named individual membership.

The reporting arrangements in section 8 were also reviewed. Members supported a monthly written report to Board members rather than duplicating fortnightly and

monthly reporting. Suggested amendments included reports from the Clerk and/or Chairman, day-to-day management of the nominated lead officer by the Town Clerk, fortnightly meetings between the Clerk and lead officer, and a written monthly report from the Chairman.

RESOLVED:
That the revised Terms of Reference be approved, subject to the amendments discussed, for onward submission to Ledbury Town Council. CM and PE abstained.
Action:
MM90 The revised Terms of Reference to be amended in accordance with the discussion and submitted to Ledbury Town Council.

91. POTENTIAL BOARD MEMBERS

The Board discussed strengthening membership for the next phase, particularly through additional experience in commissioning public art and sufficient Town Council representation to maintain the quorum.

Three members of the Core Consultation Group were identified for an initial approach: Hywel, Jackie Tweedale and Arthur Green. An initial approach would not appoint them. If interested, each would provide a short statement about their background, interest in the project and what they could contribute, for circulation to Board members.

RESOLVED:
That JP approach the three identified members of the Core Consultation Group to establish whether they would be interested in joining the Board, with the process to be completed in time for potential appointment before the next Board meeting.

Members considered the requirement for at least one Town Councillor to be present for the Board to be quorate. To provide resilience alongside Councillor Morris, Councillor Harvey offered to join the Board.

RESOLVED:
That Councillor Harvey be appointed as a Ledbury Town Council representative on the Masefield Matters Project Board.

Action:
MM91 JP to contact the three identified potential members, request a short profile from each interested person and circulate the information to Board members for a decision.

92. REVIEW OF RESOURCES AND 2027 PLANNING

EC presented an overview of current Project Co-ordinator and Project Assistant tasks which might require continuation after the end of her contract. Members considered that future resource requirements should be assessed against the

Board's core remit, remaining work packages and overall project timeline.

JP clarified that the Board's remaining core responsibilities were the selection and delivery of the memorial trail and the final unveiling event. Other community activity could continue through partners and Town Council activity, but reallocation of National Lottery Heritage Fund underspends would require appropriate approval where funds were ring-fenced.

Members requested a clearer distinction between work essential to delivery of the funded project and wider activity arising from the momentum created by Masefield Matters. Board members were invited to review EC's report and identify areas where they had relevant skills. A possible future subgroup focused on commissioning/delivery and evaluation was suggested but not agreed.

Actions:
MM92 (1) EC to develop the resource review into a timeline/work programme identifying future work packages, essential project tasks, sequencing and resource/skills gaps, for the next meeting. Board members to review EC's report and advise her of areas in which they could contribute.

MM92 (2) AP to consider how a Masefield strand could be incorporated into relevant Council activity between now and 2028.

93. FINAL COMMISSIONING BRIEF FOR THE WINNING DESIGNER

Members discussed matters for the final commissioning brief for the successful designer. The more detailed brief for the £65,000 commission would include delivery milestones, payment arrangements, reporting and meeting arrangements, permissions and the timetable for development of the final design.

Members were asked to review the existing commissioning brief and provide additional requirements. It was agreed that the successful designer should engage directly with the Board at the beginning of the commission and that the brief should provide for an early visit to Ledbury. Within one month of the commission being awarded, a date should be agreed for the designer to visit Ledbury and meet the Board.

The final brief should also allow for necessary officer time and processes associated with permissions, including any listed building or conservation-area requirements arising from the chosen design.

Actions:
MM93 (1) All Board members to review the existing commissioning brief and examples of similar commissioning briefs and send EC requirements or information for the final commissioning brief.
MM93 (2) The final commissioning brief to include an early meeting/visit to Ledbury by the successful designer, with a date to be agreed within one month of the commission being awarded, together with appropriate delivery, payment, reporting and permissions requirements.

94. SUB-GROUP UPDATES

Fundraising
The minutes of the Fundraising sub-group were received and noted.

Members requested that each sub-group identify its work programme, key decision points and delivery milestones against the overall project timeline and review its action list.

Communications
AH confirmed that Ledbury Poetry's new Communications Manager, Hayley, was expected to start on 21 September 2026.

EC had prepared a press release announcing the three shortlisted designers and the next stage, including the public event on 6 and 7 November 2026. The press release and related website information are required by 18 September 2026.

The draft press release is to be circulated promptly to Board members for comments before approval by the Town Clerk and the National Lottery Heritage Fund. AH agreed to reconvene the Communications subgroup after the new Communications Manager had settled in and to arrange an introductory meeting with JP and EC.

Risk
The Board noted the addition of a risk concerning a Councillor or Board member committing the project to a contract without proper authority.

Members reiterated that expenditure and commitments must follow the agreed approval process and proposed spending should be brought through EC and AP. Members considered that the risk register should be refreshed for the current stage of the project, with gaps completed and mitigations updated.

EH asked if the procurement toolbox was in place, and AH confirmed that it is.

Actions:
MM94 (1) Each sub-group to map its work programme, key decision points and delivery milestones against the overall project timeline and review its action list.
MM94 (2) EC to circulate the draft shortlisted-designers press release to Board members with a clear deadline for comments; Board members to respond within that deadline so approvals can be completed by 18 September 2026. **RESOLVED**
MM94 (3) AH to ask Hayley to suggest dates, once settled into post, for an introductory/project handover meeting with JP and EC, and to reconvene the Communications subgroup after 21 September 2026.
MM94 (3) The Risk sub-group are to refresh the risk register for the current phase of the project, with outstanding mitigation information completed.

95. PATRONS

The previous approach to Simon Armitage was briefly discussed. It was noted that the approach had not followed what had been agreed by the Board and that a

meeting involving NM, JP, Councillor Harvey and AP was intended before the patron matter was revisited.

96. SOUVENIR BOOK

Members discussed a souvenir book to mark the culmination of the project. This should be considered as part of the wider resource and skills-gap planning. Arthur Green was suggested as a possible contributor.

JP expressed how we feel Joyce Mason's loss hugely and noted her contributions to the project which we are all grateful for, the souvenir book was one of these things. JP suggested NM might have some ideas of how we take we take the book forward.

Members were asked to consider if they want to be involved with producing the book. Members also discussed documenting development and production of the memorial through video or other digital material. It was agreed that an expectation for the successful designer to document the creative process should be included in the final commissioning brief.

It was noted that some previously approved funding remained available for production of a book and that further fundraising was continuing. No decision was made on the final scope or budget.

Actions:
MM96 EC to ensure the final commissioning brief includes a requirement for appropriate documentation of the design/creative process, including a video-diary or equivalent element.

97. DATE OF NEXT TWO MEETINGS

Members agreed that the next meeting should take place after the public event on 6 and 7 November 2026 so that the Board could consider public feedback and make a recommendation to Ledbury Town Council on the preferred designer. The recommendation would need to be supported by sufficient information on all three shortlisted proposals.

RESOLVED:
That the next meeting of the Masefield Matters Project Board be held on Tuesday, 10 November 2026 at 11.00 am.
Actions:
MM97 EC to produce a report/evidence base on the three shortlisted designers and public feedback to be prepared and circulated in advance of the 10 November 2026 meeting. EC to share with EH and JP before sending to the Board.
A subsequent meeting will be held on Tuesday, 5 January 2027, immediately before the end of EC's contract.

Signed…… Dated……

Action sheet as at 05/11/2026

Minute No.	Action	To be actioned by	Deadline to close action or provide update	Date actioned	Update	Board Meeting	Status
25/MM37(2)	To raise update to leaflet with Comms group	COMMS		27/01/2026	16.07.2026 It was agreed that the leaflet would be updated after the 3 shortlisted winners are announced. 16.05.2026 JP spoke that the Comms Group is to add this onto their agenda for the next meeting, to decide whether to wait until the commission is awarded or whether there is a use for the leaflet to hand out sooner in which case an update, so it becomes valid now. CT enquired about a cost, which is around £30. AH suggested that if this was completed by the Poetry Festival then more leaflets could be circulated. JP suggested that the leaflet be completed by 26 June 2026. Comms Group to tweak the text for leaflet and EC to turn into a PDF and sent to print.	Dec-25	In progress

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25/MM38.2(1)	All to send any press contacts they have to the Comms team	ALL		27/01/2026	19.05.2026 JP noted that a response has still not been received. AP suggested using Ledbury Town Council contact lists, as well as Herefordshire BID, for national coverage. JP noted that AH will give the board time of the new marketing and communications role who will also provide support on this. That this item be put on hold and to be reviewed. AP noted that a board discussion will need to be brought to Council. EC to update schedule and to ensure that Ledbury Town Council, Council Meetings will note cause a delay on this. AP suggested that an extraordinary meeting can be made, if necessary, with the Chairman's permission, to avoid delaying for three weeks. None received as of 27/01	Dec-25	In progress
26/MM44 (3)	To develop a fundraising policy.	JP		24/03/2026	19.05.2026 JP noted to bring a draft to the next fundraising meeting to be addressed.	Jan-26	In progress
26/MM44 (6)	Comms group to consider a longer-term communications strategy.	COMMS		24/03/2026	19.05.2026 JP suggested to place on hold until some marketing expertise are sort.	Jan-26	In progress

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26/MM59 (1)	CT to send dates that Civic society are running HODS events	CT			19.05.2026 CT, that it is agreed Burgage Hall will be open on Saturdays. EC enquired if space in the Market House could be utilised, of which AP has agreed to. 05/26 - CT I don't have dates to hand but Civic Society is only opening Burgage Hall on the two Saturdays and Sundays with some special displays but these have not been decided yet...	Mar-26	In Progress
26/MM61.1 (1)	IL to compile a list of businesses that the council has received funding from	NM			This item has been passed onto NM, EC asked TK if he could scan or photocopy a copy of the paper version on the Ledbury Town Council printer and provide a copy to NM.	Mar-26	In Progress
26/MM72 (1)	JH to plan an email to parents, provided by the board, to include upcoming events e.g. talk, theatre show and event in March 2027.	TK / JH	16/07/2026		26/09/2026 TK - John has sent out an appeal for boys to take part in the play which has produced a helpful response. I shall be asking him shortly to send out the flyer for the play to all families.	May-26	In Progress
26/MM73 (1)	JP is to ensure that the Three Choirs Festival are focusing in JM settings in 2028 happening in Hereford for the 300 year anniversary, and continue to update the board with progress.	JP	16/07/2026		Awaiting update	May-26	In Progress

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26/MM73 (2)	AH to make Hay Festival aware of the Masefield Matters project and to enquire about possible involvement in the festival.	AH	16/07/2026		Awaiting update	May-26	In Progress
26/MM73 (3)	Board members to become a liaison for smaller engagement projects running after EC has left. All Board members to consider which they could assist with.	ALL	16/07/2026	30/10/2026	Underway including contact with Quilting association	May-26	In Progress
26/MM73 (4)	Board to investigate who does toppers for post boxes, and to enquire about Masefield themes for 2028.	ALL	16/07/2026		Awaiting update	May-26	In Progress
26/MM73 (5)	CM to focus on more talks around Ledbury about Masefield.	CT	16/07/2026		Awaiting update	May-26	In Progress
MM74 (6.1) 1)	AH to approach them to ask if they would make a Masefield play to access a new group who may not currently be aware of Masefield.	AH	16/07/2026		Awaiting update	May-26	In Progress
MM74 (6.1) 3)	Group to be established to support upcoming school event in March 2027. TK to set a date in early Autumn to provide more progress. JP to join this group.	TK / JP	16/07/2026		26/09/2026 TK has sent an email to John Holmes, copied to Justine and Amy, about finding a date for a meeting to discuss the event at JMHS on 23/3/27.	May-26	In Progress
MM74 (6.1) 4)	NM to speak with Tilley's printing press about creating a special edition book, which would be their contribution to the Town and project.	NM	16/07/2026		Awaiting update	May-26	In Progress

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MM74 (6.2) 1)	All members of the Comms to help with publicity and responsibility to write press releases in the short term, AP to assist with this.	ALL / AP	16/07/2026		Awaiting update	May-26	In Progress
MM78 (1)	The Board agreed to ask JP to draw up a strategy to include where the shanty is used/posted (e.g. website, represented in the project brochure).	JP	14/08/2026		Awaiting update	Jul-26	In Progress
MM78 (3)	CT stated she is prepared to discuss with her contact a one off piece of work and find out how much that would be.	CT	14/08/2026	01/10/2026	Awaiting outcome of SA issue before making contact	Jul-26	In Progress
MM78 (5)	The Board need to agree in principal how they decide how it winning designs will be announced.	All	14/08/2026	11/09/2026	The shortlisted winners will be announced on 4th September and no suggestions have been received. EC and JP discussed in their fortnightly catch up, Project co-ordinator will contact designers to let them know outcome, commissioning brief will then be sent, and AP and EC will draw up a short contract	Jul-26	In Progress
MM88	EC to update the action sheet accordingly, including completed actions and the corrected wording of AH's play-reading action. AH to confirm the name of the relevant play-reading group. Target dates are to be included in the circulated action information.	EC	30/10/2026	30/10/2026	Complete	Sep-26	Propose resolved

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MM89	EC, with input from Councillor Wilkinson and the fundraising subgroup, to develop fuller forecast information covering remaining work packages, anticipated expenditure and relevant future income. Timeline to be set following AP meeting with Cllr Wilkinson.	EC	30/10/2026	30/10/2026	This is complete. Full Council have sight of the report and I've attached it for Board reference. Request Board input as to future costs I have not considered	Sep-26	Propose resolved
MM91	JP to contact the three identified potential members, request a short profile from each interested person and circulate the information to Board members for a decision.	JP	30/10/2026	30/10/2026	Complete. One has been invited to join the Board, and two are considering.	Sep-26	In Progress
MM92 (1)	EC to develop the resource review into a timeline/work programme identifying future work packages, essential project tasks, sequencing and resource/skills gaps, for the next meeting. Board members to review EC's report and advise her of areas in which they could contribute.	EC	30/10/2026	30/10/2026	This will be postponed to December meeting with handover/transition	Sep-26	On hold
MM92 (2)	AP to consider how a Masefield strand could be incorporated into relevant Council activity between now and 2028.	AP	30/10/2026		Awaiting update.	Sep-26	In Progress
MM93 (1)	All Board members to review the existing commissioning brief and examples of similar commissioning briefs and send EC requirements or information for the final commissioning brief.	ALL	30/10/2026		Awaiting update	Sep-26	In Progress

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MM93 (2)	The final commissioning brief to include an early meeting/visit to Ledbury by the successful designer, with a date to be agreed within one month of the commission being awarded, together with appropriate delivery, payment, reporting and permissions requirements.	ALL/EC	30/10/2026	30/10/2026	Included this and any feedback received from the Board. The brief forms part of the Board meeting on 10/11/2026	Sep-26	In Progress
MM94 (1)	Each sub-group to map its work programme, key decision points and delivery milestones against the overall project timeline and review its action list.	ALL	30/10/2026		Awaiting update.	Sep-26	In Progress
MM94 (3)	AH to ask Hayley to suggest dates, once settled into post, for an introductory/project handover meeting with JP and EC, and to reconvene the Communications subgroup after 21 September 2026.	AH	30/10/2026		Awaiting dates - suggest this is organised at the Board meeting on 10/11/2026	Sep-26	In Progress
MM94 (4)	The Risk sub-group are to refresh the risk register for the current phase of the project, with outstanding mitigation information completed.	EC/AP/JH	30/10/2026		The Risk sub-group have not had the opportunity to review the risk register. Suggest review meeting date is set at the Board meeting on 10/11/2026	Sep-26	In Progress
MM96	EC to ensure the final commissioning brief includes a requirement for appropriate documentation of the design/creative process, including a video-diary or equivalent element	EC	30/10/2026	30/10/2026	Included this and any feedback received from the Board. The brief forms part of the Board meeting on 10/11/2026	Sep-26	Propose resolved
MM97	EC to produce a report/evidence base on the three shortlisted designers and public feedback to be prepared and circulated in advance of the 10	EC	30/10/2026		The report will be a 'to follow' in the agenda pack as the results won't be available until 09/11/2026	Sep-26	In Progress

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	November 2026 meeting. EC to share with EH and JP before sending to the Board.						

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FULL COUNCIL REPORT	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.

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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

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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.

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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**	

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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	

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Commissioning Brief – developing your ideas

Masefield Matters: Memorial to John Masefield funded by The National Lottery Heritage Fund

About the Project

Everyone read John Masefield in the 1920s, he was a best-seller. His inspirational life and work have now faded from view. The 150th anniversary of his birth in Ledbury in 2028 is an opportunity to rectify this. Through a programme of activity exploring the things that mattered to him - people and place, the countryside and the sea, seafaring life - the community will become reconnected with the Ledbury poet and their newly gained insight will be harnessed in the co-development of a memorial to him. The decision for the memorial to be a literary or walking trail featuring his words, has been decided by the community following a series of engagement activities and consultations.

The aim of the project is to create a memorial to the Ledbury poet and writer, John Masefield, informed by the views of and in partnership with local people, particularly groups underserved by heritage including young and old. As John Masefield is now largely forgotten in the town of his birth, the project will achieve this through a phased approach -familiarisation, consultation, commission. The community will be an active participant throughout.

Commission

The total budget for the commission is £65,000 (exc VAT)
(including design, materials, production, fixings, transport, installation)

Your design should incorporate a donor recognition element that can be sponsored by the public in small units e.g 100 x £100. This would be along the lines of a 'friends of the trail' commemorative plaque/stone/brick.

From design to final installation, production will take 12 to 16 months, with a deadline of April 2 2028 for a launch event on Saturday 3 June 2028.

Procurement timetable and phases

~~Advert for commission release~~	~~5 June 2026~~
~~Expression of interest deadline for designers~~	~~17 July 2026~~
~~Longlist of potential designers agreed~~	~~31 July 2026~~
~~Selection panel convened to produce shortlist~~	~~14 August 2026~~
~~Notifying shortlisted designers and providing further information~~	~~4 September 2026~~
~~Delivery of designs from shortlisted designers~~	~~2 November 2026~~
~~Exhibition of shortlisted designs~~	~~6 -7 November 2026~~
~~Final decision on winning design by Ledbury Town Council~~	~~26 November 2026~~
Winner contacted, announcements in local press	27 November 2026
Detailed brief and contract agreed with winner (Date may need amending - I've allowed 2 weeks)	11 December 2026
Commission / memorial produced and installed	December 2026 to April 2028
Acquire all necessary permissions	January – April 2028
Deadline for finished installation	April 2028
Marketing and preparation for launch event	April – May 2028
Formal 'opening' of Memorial.	3 June 2028
Reporting phase	June – September 2028

The winning designer will be required to attend monthly meetings (in person or online) with the Chair of Masefield Matters Board and the Town Clerk to give a progress update.

There will be a commissioning sub-group of Masefield Matters Board who will oversee this phase of the project, You will have access to them for information, guidance and resourcing.

The winning designer must produce a mid-way report on progress that will be shared with the Board and The National Lottery Heritage Fund.

A more detailed brief will be provided and a contract agreed between Ledbury Town Council and the winning designer following the final decision.

To be included/ Next steps

[suggestions listed below]

- early meeting/visit to Ledbury by the successful designer, with a date to be agreed within one month of the commission being awarded, together with appropriate delivery, payment, reporting and permissions requirements.

- contract to be drawn up and signed

- regular meetings with Angie and Chair of Board to be set up

- commissioning sub-group of Masefield Matters Board will be set up to support designer

- Develop designs and review locations for permissions needed

- Planning permission requests, these can take some time

- submit before starting build work

- regular meetings with Angie and Chair of Board to be set up

- ensure appropriate documentation of the design/creative process, including a video-diary or equivalent element

Invoicing

Payment of £65,000 will be made in xx parts. Please invoice for £xx upfront and £xx upon delivery of designs and requested information. [insert payment stages, work that must be completed and how much to invoice at each stage]

Invoices should be sent to The Town Clerk clerk@ledburytowncouncil.gov.uk and headed Masefield Matters.

What we are looking for in the winning design

Your design should aim to:

- be creative, playful and imaginative
- be relevant to John Masefield, his work, life and legacy
- strengthen heritage's contribution to the local economy by employing local suppliers where possible
- protect the environment (by your choice of materials**,** the process by which it is manufactured and its ongoing maintenance requirements)
- be culturally, materially and financially sustainable
- be Ledbury focused (with respect to Ledbury being a conservation area with many listed buildings)
- be inclusive and accessible
- provoke interest and conversation in a way that will take John Masefield's work forward for future generations

Your design should incorporate appropriate Heritage Fund acknowledgement: **Acknowledgement toolkit – How to acknowledge and celebrate your grant from The National Lottery Heritage Fund**

Your design should incorporate a donor recognition element that can be sponsored by the public in small units e.g 100 x £100. This would be along the lines of a 'friends of the trail' commemorative plaque/stone/brick.

Further information

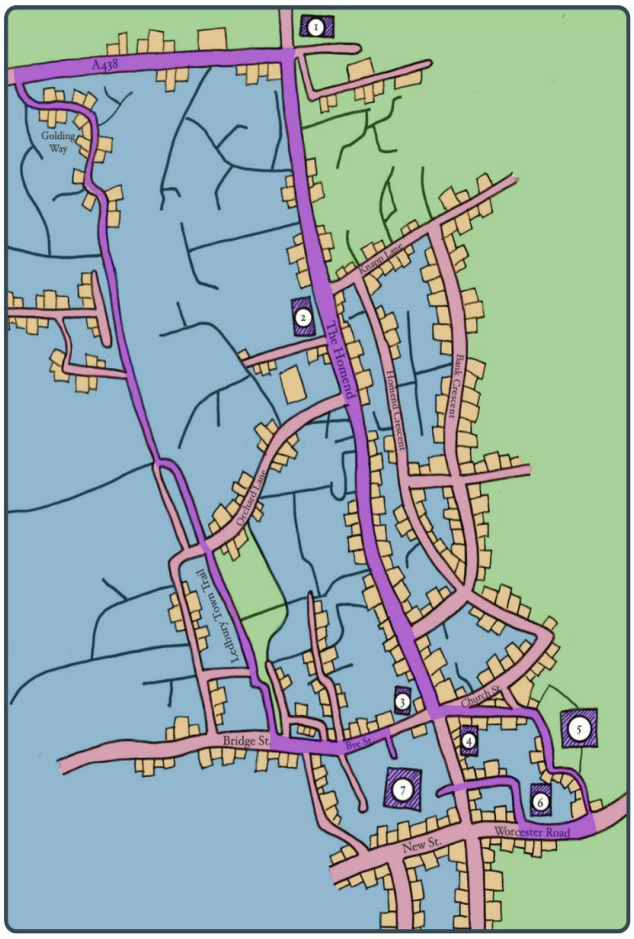
The Masefield Matters Board can provide expert and local knowledge:

Dr Philip W. Errington has published and lectured extensively on Masefield
John Holmes is the headmaster of John Masefield High School
Amy Howard is Director of Ledbury Poetry
Tim Keyes has previously delivered a major Heritage Fund-supported project in Ledbury
Caroline Magnus is John Masefield's great niece and Chair of The John Masefield Society
Nick Morris is a Town Councillor
Justine Peberdy is Ward Councillor for Ledbury West
Christine Tustin is Secretary of Ledbury Civic Society

Requests for further information or any questions should be sent to Justine Peberdy [insert email address]. Please note that any further information provided will be shared with all three shortlisted designers.

Supplementary material

Photographic examples of existing memorials, sites of historic interest, existing resources walking maps for your reference.



This circular route of John Masefield's Ledbury can be started at any point. Follow it to discover Ledbury's connection with the Poet Laureate.

1 Ledbury Rail Station

The railway features prominently in several of Masefield's works set in Ledbury. The Ledbury Station is known as the 'Junction for Poetry'.

2 The Knapp

This large house was John Masefield's childhood home before his mother died. He lived here with his parents and five siblings.

3 The Barratt Browning Institute

This building houses Ledbury Poetry, who run Ledbury Poetry Festival each year. It is named for Elizabeth Barrett Browning, another famous Ledbury poet.

4 The Market House

The Market House is an iconic Ledbury landmark and is referenced in Masefield's poems 'The Everlasting Mercy' and 'Wonderings'. Head down Church Lane towards St Michael's.

5 St Michael's Church

In the 1950s, John Masefield published a pamphlet called 'the Ledbury Scene' about his use of the town as a setting in his works to raise money to restore the Church bells.

6 The Priory and Tilley's Alley

Head along Tilley's Alley, which features a Banksy-style painting of John Masefield. You will pass the Priory, the large house where the Masefield children lived with their aunt and uncle after they were orphaned.

7 The Master's House

The Master's House holds both Ledbury Library and the library and archive of the John Masefield Society, which includes books, letters and Masefield's own paintings.

Additional note: 3. John Masefield opened The Barrett Browning Institute as a public library and placed copies of his own works around the library.

Masefield Town Trail walking guide (© Peter Carter)

The Masefield Walk is a circular walk through Ledbury, starting at the Market House and ending at the parish church. The route is easy to follow and is easy walking. It should take no more than an hour to complete. Four "extensions" are offered. These will take the walker further afield, to north, south, east or west.

John Masefield was born in Ledbury and retained an abiding affection for the town and the county of Herefordshire. He frequently referred to or placed Ledbury and its surroundings in his work. This map identifies locations with connections to both John Masefield's life and work.

It is impossible in the space available to set the extracts in context but take time while walking to imagine yourself in the company of Saul Kane, the poacher/pugilist from *The Everlasting Mercy* who, after his fight in the Coneygree with Billy Myers and his drunken rampage through Ledbury, finds redemption. Empathise with *The Widow in the Bye Street* who loses her son Jimmy to Anna and the Gloucester hangman. Conjure up the din of the October Fair in the High Street and marvel with the youthful John Masefield at the timber wagons in the Bye Street, the weathercock atop the church spire and the horse-canal. Seek out the short poems 'On Malvern Hill', 'Tewkesbury Road' and 'On Eastnor Knoll'. Quotations are followed by a reference to the work, thus [WON] is *Wonderings*. Details of all the works from which quotations are taken will be found in the Source List.

The Masefield Walk starts at the Market House (1), which dates from 1617:

"Mine, was a little town of ancient grace,

A long street widened at a market-place,"

"Within the width, a market-building stood

Propped upon weathered quarres of chestnut-wood." [WON]

Saul Kane came this way in *The Everlasting Mercy*:

". . . I took the lane,

Back into Market-place again.

Lamp-lighter Dick had passed the turning

And all the Homend lamps were burning," [TEM]

Head north along The Homend (2). You will pass The Knapp, opposite Knapp Lane, John Masefield's birthplace and first childhood home: "my home . . . the last house on the west of the Hereford Road by which men then went to the station." [GBP]

NB: The Knapp is a private dwelling and is not open to the public.

The Railway Station (3) is on the northern edge of Ledbury. In John Masefield's boyhood, the Ledbury Hunt's kennels were a short distance beyond the station. "A short half mile from my home on the east side of the road to Bosbury . . . were the kennels of the Ledbury Hounds." [GBP] The first field on the right

Made possible with Heritage Fund

after the railway bridge was once known as “Paradise”. Saul Kane again:

“O glory of the lighted mind.

How dead I’d been, how dumb, how blind.

The station brook, to my new eyes,

Was babbling out of Paradise;”

“The narrow station-wall’s brick ledge,

The wild hop withering in the hedge,

The lights in huntsman’s upper storey

Were parts of an eternal glory,” [TEM]

Head west on the right-hand side of the Hereford Road and walk up and over the skew bridge on to the Town Trail (4), a footpath which follows the line of the Hereford & Gloucester Canal which gave way in the 1880s to the Ledbury & Gloucester Railway, the “Daffodil Line”, long since defunct.

“Over her head the Chester wires hum,

Under the bridge the rocking engines flash.” [WBS]

“Much nearer to me, in a middle distance of about 200 yards, there stretched visibly one of the wonders of the world, the Gloucester and Hereford Canal, which made a straight course north at that point for a marvellous mile or two.” [GBP]

“Almost at once, a third delight, as great,

Came, bringing bliss to my enchanted state:-

The horse-canal, with barges passing by

Bursting the blue of the reflected sky,” [WON]

Jimmy, the tragic dupe at the heart of *The Widow in the Bye Street*, worked on the building of the railway:

“He got a job at working on the line

Tipping the earth down, trolley after truck,

From daylight till the evening, wet or fine,” [WBS]

In Gloucester jail, he asks:

“I s’pose they’ve brought the line beyond the Knapp?”

and at the end of the poem, after Jimmy had been hanged at Gloucester, the Widow followed this same trail:

“And sometimes she will walk the cindery mile,

Singing, as she and Jimmy used to do,

Singing, ‘The parson’s dog lep over a stile,’

Along the path where water lilies grew.” [WBS]

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Look westwards as you pass along the Town Trail and you will share Masefield's daily boyhood view:

"Next to these dear delights, I knew

And loved, my daily western view:-

Two fields to the canal, and then

A farm, a mill and fields agen,

A wood, with yew-trees almost black;

A bridge with railways on its back;" [WON]

When you reach the end of this section of the Town Trail, Bridge Street leads away to your right, and Bye Street (5) is to your left. You are now on the site of the old Town Wharf.

"South-westward, as I heard, there lay

Old wharves of darkness tucked away,

Black courtyards thick with ancient inns

Kept by the Seven Deadly Sins." [WON]

Here lived folk no better than they ought to be . . .

"Jim Gurvil said his smutty say

About a girl down Bye Street way." [TEM]

The canal mounted a flight of six deep locks to reach this point. (If you cross Bridge Street and continue down the slope of the Town Trail, you will follow the line of the canal towards the bypass.)

"Someone was felling timber in the west,

And daily up the Bye Street timber-waggons

Dragged the chained scaly butts like slaughtered dragons." [WON]

Take time to admire the weathercock on the spire of the parish church, St Michael and All Angels, where this walk is heading. The weathercock that you are looking at is a replacement. The one which Masefield admired is on view inside the church.

"Life's other glory topped the church's spire,

A golden vane surveying half the shire,

A weather-cock serene in the assails

Of tree-upsetting, ship-destroying gales." [WON]

Walk up Bye Street, back to the Market House. Between the Market House and Top Cross is the High Street (6), scene of the October Fair. Now a lively funfair, the October Fair has medieval origins as a Mop Fair, a farmers' trade and hiring fair.

"October Fair-time is the time for fun

Made possible with Heritage Fund

For all the street is hurdled into rows

Of pens of heifers blinking at the sun,

And Lemster sheep which pant and seem to doze,

And stalls of hardbake and galanty shows," [WBS] and

"But best of all, was the October Fair

When in the market-place the beasts were cooped,

And horses whirled to the steam organ's blare,

And many coloured swing-boats hove and swooped;" [WON]

A short detour will take you into New Street (7). Turn right down New Street after the Feathers Hotel. At 14 New Street is the Talbot Hotel where the landlord will be proud to show you the Civil War bulletholes:

"Prince Rupert's horse had broken Massey's rank

And sent him flying, in our Civil War;

Men found the bullets still, in beam and door." [WON]

Return to the Market House, then follow the cobbled Church Lane (8) via the Scallenge, the area in front of the church's gates, to the parish church of St Michael and All Angels (9). There is a plaque on the side of "The Old Magistrate's House" – the building was once both police station and magistrates' court. As a boy, John Masefield would have been well aware of the presence of the tan-yards by their stench. Once more, you will be keeping company with Saul Kane and his friends who came this way after the fight:

"We all went quite down the Scallenge

Lest Inspector Drew should challenge.

But 'Spector Drew was sleeping sweet,

His head upon a charges sheet."

"Down in the lane so thin and dark

The tan-yards stank of bitter bark,"

"The houses put their heads together,

Talking perhaps, so dark and sly,

Of all the folk they'd seen go by," [TEM]

Between the churchyard and the Worcester Road is The Priory, John Masefield's grandparents' house, where the young Masefield lived with his Uncle William and Aunt Kate after he was orphaned. In the churchyard, to the south-east, is the grave of Thomas Russell:

"The carved heads on the church looked down

On "Russell, Blacksmith of this Town,"" [TEM]

Made possible with Heritage Fund

In fact, the carved heads do not look down on Russell. They are on the north-east side of the church.

Leading from the churchyard to the Worcester Road is Cabbage Lane (10), adjoining the premises of R & C B Masefield, Solicitors, the family firm. Masefield's father and grandfather were both solicitors. In a nod to his forebears, Masefield has Saul Kane scrump pears on his way through Cabbage Lane, and so this Masefield Walk reaches its conclusion, with the rest of the quotation with which it started:

"In Cabbage Walk I made a haul

Of two big pears from lawyer's wall,

And, munching one, I took the lane

Back into Market-place again." [TEM]

Made possible with Heritage Fund



The Priory – John Masefield lived at The Priory, Ledbury during his formative years with his Uncle William and Aunt Kate and siblings.



Mural - John Masefield reading Sea-Fever at Tilley's Alley, Ledbury



John Masefield archive exhibition in The Master's House, Ledbury (owned and managed by The John Masefield Society.



Situated by The Church House, Church Road

Also refer to:
Dymock Poets' Path (Friends of the Dymock Poets website)
Masefield Cycle route:
https://www.ledburytowncouncil.gov.uk/uploads/Ledbury-Walk-Cycle-Map.pdf
Ledbury Heritage Trail
About Ledbury - Ledbury Clvic Society
HOME | THE JOHN MASEFIELD SOCIETY

				Inherent					Residual		
Risk Type	Risk Owner	Possible Risks	Impact	Likelihood	Severity	Risk	Management & Controls	Review/Assess/Revise	Likelihood	Severity	Risk
Financial											
Funding		Failure to submit NLHF application									
Funding		Failure to secure NLHF funding		3	5	15					
	Project Sponsor (NM) / Fundraising Group	Failure to secure match funding	Shortfall in project budget, impacting on quality and programme.	4	5	20	The fundraising target is relatively modest and we have a robust plan in place. LTC have pledged £5,000.				
Financial Regulations		Failure to comply with LTC financial regulations		3	3	9	Town Clerk monitors all finances regarding the project				
		Failure to comply with NLHF Procurement requirements		2	3	6	Town Clerk monitors all finances regarding the project				
Procurement		Council Governing documents not followed		4	5	20	Procurement "tool box" to be put in place providing clarfication on roles within procurement process and responsibilities from staff to councillors				
		Working party/Councillor/staff member authorises payment without proper authority		3	3	9	Council has Financial Regulations that set out requirements for authorising payments. No payments to be made without proper authorities being adhered to.				
		Cost of producing memorial higher than budgetted		2	3	6	Provide budget limit a part of consultation and procurement process				
		Cost of maintaining memorial in future years		4	5	20	To be determined during commissioning stage				
		Evaluation contract (benchmarking) not appointed early enough to capture baseline data		2	3	6	Evaluation consultant was appointed in April 2025 and is capturing data at this point. Project team have been keeping track of participant numbers and project impact.				

Subject		Possible Risks		Likelihood	Severity	Risk	Management & Controls	Review/Assess/Revise	Likelihood	Severity	Risk
		Failure to submit regular grant claims		2	3	6	PC and Town Clerk to ensure grant claims are submitted in good time				
Direct Costs		Goods and services billed and paid for but not supplied		3	3	9	Coiuncil has Financial Regulations that set out underlying requirements - No advance payments to be made in respect of major projects without confirmation from council.				
Employers liability											
Resources		Failure to recruit project co-ordinator/lead role		4	5	20	Long lead in process - potentially 2 attempts				
Resources		Failure to retain project co-ordinator/lead role	Impact on timetable if we have to advertise a second time, also quality depending on point at which staff member leaves.	4	5	20	Excellent induction to ensure Project Coordinator empowered and fully up to speed with council policy and procedures. Availability of steering group to provide support and guidance. Second member of project staff to provide capacity at most demanding period.				
Resources	Town Clerk and her line-manager	Insufficient LTC staff/resources to support the delivery of the project	Impact on quality, also potentially on the timetable and therefore cost.	4	5	20	induction - policies & Procedures available delegation scheme familarisation (to include key contacts) mentor. We will be increasing the capacity of the team by recruiting two project staff and a small steering group to support them. Steering Group will include people who have first-hand experience of delivery and leaders of the groups we will be working with.				
Standing Orders		Failure to comply with LTC Standing Orders		3	3	9	Town Clerk monitors all finances regarding the project				

Subject		Possible Risks		Likelihood	Severity	Risk	Management & Controls	Review/Assess/Revise	Likelihood	Severity	Risk
Other Liabilities / Operational											
Project Delivery		Failure to deliver project within set timescales		4	3	12	long lead in time				
Project Delivery	Project Coordinator / John Masefield Society	Access to John Masefield Archive for project particpants limited as Archivist based in London.	Access to the archive is not fundamental to the familiarisation projects however ideally all groups would have the option to visit and one project will be based on the archive albeit digitally	2	3	6	Recruit a volunteer assistant archivist to support the project. Role profile drafted. Include provision for expenses in project costs. 2 locally based archive assistant inducted.				
Project Delivery	Town Clerk and Project Coordinator	Fail to deliver elements of the project that need to take place early (ie winter/early spring 2025)	Impacts on familiarisation projects that start winter 2024/25 with consequences for quality as alternative projects will need to be identified.	2	3	6	Indicated on project plan, flagged as part of induction. Some activities have been given revised timings to allow for preparation and quality				
Project Delivery	Project Coordinator and consultation lead	Maintaining motivation and commitment of participants during consultation phase	Impacts on memorial and what form it takes, significant implications for quality and the overall aspirations for the project.	3	3	9	Investment in relationships post familiarisation projects. Ensuring high quality, empowering opportunities at times that best suit participants, supported by excellent hospitality (pizza). Vouchers to thank people for time committed.				
Engagement		Failure to engage with local groups		3	3	9					
Commission		Failure to secure artist to produce final		3	3	9					
Commission		Failure of artist not completing project		3	3	9					
Final Memorial		LTC dissatisfied with final recommendation for memorial		3	3	9					
Final Memorial	Project Sponsor (NM)	Project Board and/or Town Council unhappy with recommendations for the memorial	Impacts on how some key stakeholders feel about the project with possible implications for fundraising if funds not secured. *duplicate of 27 and 29*				Excellent communication to ensure key stakeholders are kept informed of progress and have the opportunity to meet participants and share their thoughts.				

Final Memorial	Project Sponsor (NM)	Project Board and/or Town Council unhappy with recommendations for the memorial	Impacts on how some key stakeholders feel about the project with possible implications for fundraising if funds not secured. *duplicate of 27 and 29*				Excellent communication to ensure key stakeholders are kept informed of progress and have the opportunity to meet participants and share their thoughts.				
Final Memorial		Board unable to agree on final memorial		2	5	10	Final options to be provided to LTC for final decision				
Final Memorial	Project Sponsor (NM) with Project Board (Working Party)	Permissions take longer to obtain than anticipated	Impact on timetable although there is a generous lead in time for the commission	3	3	9	Involve Herefordshire Council Heritage and Planning Officers early in process to advise and guide (invite to join Working Party). Be proactive and prompt about pursuing permissions. Number of permissions and likelihood of obtaining them may be consideration re options for the memorial. Importance of communication / maintaining a dialogue with stakeholders.				
Final Memorial	Project Cordinator	Unable to procure maker for memorial within planned timescale	Impact on timetable, may miss June 2028 anniversary date.	3	3	9	As recommendations for the memorial start to emerge, start thinking about where we would advertise, seek guidance from relevant specialists so prepared in advance + to generate awareness of the project and forthcoming commission. PC will inform local colleges of memorial commission in advnce and it will be advertised in advnce to reach as many artists as possible.				
Subject		Possible Risks		Likelihood	Severity	Risk	Management & Controls	Review/Assess/Revise	Likelihood	Severity	Risk
Contractural											
Failure to keep LTC informed		Failure to following scheme of delegation (i.e. report back to parent committee (i.e. Pet's))		3	3	9	All minutes of meetings are prepared within agreed timescales and agreed by Councillors at the next meeting of the relevant LTC Standing Committees and/or Council. All minutes are made available for public access on the Town Council website at the of publishing the next agenda for each committee				
Council policies & Procedures		Failure to comply with LTC policies and proedures		3	3	9	All LTC policies and procedures to be reviewed bi-annuall				
Tender rules		Incorret application of tender rules		3	3	9	Clerk checks the legal positio with professional bodies, either when requested by Councillors or in their judgement if there is a risk to council				
Tender Threshold		Incorrect tender threshold set		2	2	4	Council to review its Financial Regulations annually and set tender threshold in line with the limit set out in the Public Contracts Regulations				

Contract timing		Failure to despatch specification documents on time		3	3	9	Specification documents to be drawn up, reviewed and approved in good time before the deadline to allow for absenses and corrections where needed.					
Subject		Possible Risks		Likelihood	Severity	Risk	Management & Controls	Review/Assess/Revise	Likelihood	Severity	Risk	
Contracts		Member of staff, councillor or member of Working Party commit to a contract without proper authority		2	3	6	All minutes of meetings are prepared within agreed timescales and agreed by Councillors at the next meeting of the relevant LTC Standing Committees and/or Council. All minutes are made available for public access on the Town Council website at the of publishing the next agenda for each committee					