



LEDBURY TOWN COUNCIL



7th October 2025

To: Dr Philip Errington, Stephen Furlonger, Dr John Holmes, Amy Howard, Tim Keyes, Caroline Magnus, Nick Morris, Chris Noel, Justine Peberdy, and Christine Tustin

Dear Member

You are invited to attend a meeting of the **Masefield Matters Board on Tuesday, 14th October 2025 at 11.00 am in Ledbury Poetry House, Bye St, Ledbury HR8 1EA** for the purpose of transacting the business below.

Yours faithfully

Angela Price PSLCC, AICCM
Town Clerk

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A G E N D A

1. Apologies for absence **5 mins**
2. To approve and sign the notes of the meeting of the **10 mins** (Pages 3 - 9)
Masefield Matters Board held on 13 August 2025
(All)

3. To receive and note the Action Sheet (All) **10 mins** (Pages 11-14)
4. To Review Provision from the Project Evaluator (EC) **15 mins** (Pages 15 - 16)
5. To Receive and Note Sub Group Updates: **20 mins**
 - 6.1. Fundraising (TK)
 - 6.2. Communications (SF and CT)
 - 6.3. Risk (AH)
6. To agree a date for compulsory training for Board members (EC on behalf of AP) **5 mins**
7. To input ideas for the end of Familiarisation Phase celebration event (EC) **10 mins** (Page 17)
8. To draft an agreement of expectations for Patrons, and discuss/agree suggested Patrons Larry Lamb and Rosie Garland, and next steps (SF and EC) **15 mins**
9. To Consider Merchandising Options (IL) **10 mins** (Pages 19 - 24)

LEDBURY TOWN COUNCIL

MINUTES OF A MEETING OF THE MASEFIELD MATTERS PROJECT BOARD HELD ON 13 AUGUST 2025

PRESENT: Amy Howard (AH), Tim Keyes (TK) Caroline Magnus (CM),
Councillor Morris (NM) (Chairman), Chris Noel (CN), Justine
Peberdy (JP) (remotely), Christine Tustin (CT) (remotely)

ALSO PRESENT: Councillor Harvey (EH) (Chairman of Ledbury Town Council), Isabel
Lewis (IL) (Project Assistant Intern), Angela Price (AP) (Town Clerk)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Philip Errington and Emma Clowsley.

2. LETTER OF APOLOGY

TK requested context for the letter of apology recently sent by NM to EC. AP explained that the letter was the result of an internal process that was nearing its conclusion and that a way of working going forward had been agreed.

It was noted that this process has highlighted the need for the Masefield Matters Board to receive training in Town Council policies and procedures and their responsibilities as a Board. AP advised that she was planning to run a workshop with Board members and project staff in attendance. CM requested that this workshop be available to join remotely; AP replied that though it would be preferable for members to attend in person, online attendance would be available.

CM asked what the nature of the internal process was. AP replied that it was not appropriate to discuss this but confirmed that it had arisen as a result of the previous Board meeting.

3. TO APPROVE AND SIGN THE NOTES OF THE MEETING OF THE MASEFIELD MATTERS BOARD HELD ON 7 MAY 2025

RESOLVED:

That the minutes of the Masefield Matters Board Meeting held on 7th May 2025 be approved and signed as a correct record.

NM requested an update on the document for the parents at John Masefield High School. IL advised that a draft had been previously sent to him. It was agreed that this draft and a reformatted version of the FAQ document will be re-sent to NM. A short paragraph containing a link to the FAQs on the website will also be drafted, as TK and IL were concerned that the other proposed documents would be too long.

An update on the Poem of the Week was requested. IL confirmed this had not yet started. AH suggested that a monthly poem may be more manageable. It was also suggested that Philip Errington suggests and provides information on the poem, but to reduce the workload guest writers could be asked to contribute. AH volunteered to find guest writers for this.

AH advised that the risk register has not yet been completed as the risk subcommittee has yet to meet. She agreed to ask John Holmes to join this group. The risk subcommittee will meet in the near future and the risk register is to be included in the next Board meeting agenda. The risk register will cover strategic risk.

TK clarified that the project staff need not be at every subcommittee meeting but may be invited to participate if they feel it relevant to do so. The notes from these meetings would be sent to the project staff and Town Clerk.

CM advised that she would like to be involved in the Pauntley Court activity. LH recommended that poems about places in Ledbury be available around the town during Heritage Open Days.

CT left the meeting at 11.36.

JP joined the meeting remotely at 11:38.

It was noted that the walking map and list of musical settings requested in May have both been shared with the Board. JP offered to send the list of musical settings to local choirs to encourage them to perform Masefield.

It was noted that the sea shanty activity was outside the scope of the project but as both a composer and funder had been found, this project should go ahead. JP noted that text for the shanty still needs to be found. It was suggested that poetry written by HMS Ledbury sailors or for a poetry slam may be good sources for this text. JP is to progress this activity. It was noted that Stephen Furlonger had raised reservations via email, but it was generally agreed that this activity was worthwhile. The need to keep lines of communication with HMS Ledbury open was stated.

CM mentioned the link between the Herefordshire and Gloucestershire canal and Masefield's work, noting upcoming plans to reopen the canal. EH explained the Canal Trust are in contact with Ledbury Town Council. AH noted there was a canal Poet Laureate, which may be relevant to the project.

EH recommended that local business sponsorship could be an important process with diminishing opportunities as the project continues. TK has written a draft fundraising strategy that will be discussed by the fundraising subcommittee in September. CM asked if there was a deadline for fundraising; AP explained that fundraising must occur during the course of the process, and that the release of the final 10% of the NLHF funding was dependent on match funding being raised. CM would like to be kept up to date to the activities of the fundraising group.

ACTIONS:

MM09 (1) IL to re-send draft versions of update documents to the Chair.

- MM09 (2) EC and PE to arrange the appropriate permissions to run a Poem of the Month segment.**
- MM09 (3) AH to ask John Holmes to join the Risk subcommittee.**
- MM09 (4) JP to share the list of musical settings with local choirs.**
- MM09 (5) JP to progress the sea shanty activity.**

**4. TO APPROVE AND SIGN THE NOTES OF THE MEETING OF THE MASEFIELD MATTERS BOARD HELD ON 25 JUNE 2025
RESOLVED:**

That the minutes of the Masefield Matters Board Meeting held on 25th June 2025 be approved and signed as a correct record.

5. TO RECEIVE AND NOTE THE ACTION SHEET

It was noted by AH and CM that Simon Armitage and Piers Torday both felt the project was in too early of a stage for them to become involved but may be interested once it has become more established. TK suggested that the Board needs a clearer idea of what is required of a patron. CM and AH suggested that the idea of a patron should be revisited later in the project.

TK proposed the FAQ document being a live document that is updated as the project progresses. TK would like the fundraising team to have a list of venues, as CM raised concerns that offers of assistance were being lost. NM requested that a document stating 'where we are and where we're going' is uploaded to the website. Others suggested that the FAQs and blog fulfilled this purpose.

TK suggested the list of people who we would consider potential supporters and donors be derived from the list of launch attendees. It was suggested that all members should add names to this as it is currently incomplete. This has been sent to the Chair to distribute to the Board.

ACTIONS:

- MM11 (1) EC and IL to provide list of possible events venues offered to the funding subcommittee.**
- MM11 (2) NM to distribute list of attendees from the launch event to the Board.**

6. INTERIM REPORT AND TO RECEIVE AND NOTE THE LIST OF FAMILIARISATION ACTIVITIES

NM requested that exact dates of the Cutty Sark activity be provided, which IL will provide. AH advised that she was in the process of organising the Midnight Folk dance activity but was not looking to use Ledbury Rugby Club as a venue. TK recommended

that the Rugby Club played an important role in the project and should be involved in another activity within the project.

ACTIONS:

MM12 (1) IL to confirm date of the Cutty Sark activity.

7. TO PROVIDE AN UPDATE ON FUNDING AND DONATIONS

NM raised that a £25 contribution had been contributed earlier in the project.

CM stated that registering the John Masefield Society for GiftAid was still in progress. She also stated the need for an assistant treasurer for the society. AH recommended Nigel Falls be contacted about this role.

JP noted that this year UKSPF was oversubscribed, but recommended monitoring this as in previous years unspent money had been reallocated. AH said that Herefordshire County Council are looking to fill Sarah Lee's role. The potential for funds to be raised via sponsorship was restated by AP, LH and CM.

ACTIONS:

MM13 (1) CN and NM to provide evidence of £25 contribution.

8. TO PROVIDE AN UPDATE ON SOCIAL MEDIA AND MARKETING

IL suggested that if the Board members would like to, they would be welcome to contribute a guest blog post.

IL expressed that though able to produce content for social media and the blog, she believes she does not have the skillset to expand the reach of the project's digital platforms. JP noted that the social media accounts were not currently being followed by many Board members, so suggested that members follow these accounts and use their networks to expand the reach. It was recommended that the Town Council use their social media presence to share posts from Masefield Matters to a wider audience.

EH recommended that a registration form for a newsletter be available on the website. It was also recommended that IL ask for guidance on the newsletter from the Community Engagement Officer.

JP suggested that a social media expert be paid to help expand the reach of the accounts on a one-off basis. Other members were concerned that this may require too much of the marketing budget. It was suggested by AH and CM that before spending the money on external assistance, the board should use their own platforms to promote the accounts and re-evaluate at a later date. JP advised that the consultant may not be very expensive, and she would make enquiries with Natalie Jolley, a consultant she had previously worked with.

JP suggested that we cross promote with other organisations more often. TK stated the need to do all we can to raise the local profile.

ACTIONS:

MM14 (1) All Board members to use their social media connections to expand the reach of the MM social media and website.

MM14 (2) IL to add newsletter registration form to the Masefield Matters website and to talk to the Community Engagement Officer about how the Town Council runs its newsletter.

MM14 (3) JP to ask contact for rates on short-term social media consultancy and report back to the Board at the next meeting.

9. EVALUATION WORKSHOP

AP asked if those not able to attend the evaluation workshop with Steve Green, the project evaluator, had made contact and arranged meetings with him. AH had not been contacted, CN, CM and PE had begun to arrange a time to meet with Steve Green but he had so far not responded to their last communication.

AP said that the Town Council have reservations about his ability to perform the role due to lack of communication and initiative. The consultancy specialists (Janine from Engaging Heritage and Andrew from A Meredith Associates) are being consulted on this as they also carry out project evaluation services.

ACTIONS:

MM15 AP to chase Steve Green for evaluation workshop communication.

10. BOARD TRAINING AND SKILL SETS

JP noted there is still some remaining budget for staff and Board member training. AP reminded the Board of the upcoming workshop, which JP agreed was useful training. This would confirm what the project needs to deliver and what the responsibilities of the members are. This workshop could also identify skill gaps, which could be then brought in via an external organisation, a new Board member, or Board member training.

If new people are brought in, it must be clear what is required of them and what their relationship with the Board should be. TK recommended that each Board member should have a role, and that there was a need to evaluate the skillset held by the Board members against the skills required for the project.

ACTIONS:

MM16 (1) All Board members are to attend Town Council processes workshop.

MM16 (2) IL to share Board member list of skills with all members, prompting any members who have yet to respond to do so.

11. MERCHANDISING

IL briefly described the reasoning for costing out the merchandise, stating concerns over limited return on investment and excessive staff time requirements. EH suggested exploring the option of print on demand, as this would save committing to a large amount of stock and the associated financial risk. AH suggested that there are a different set of considerations for merchandise if it is to raise funds to or be a familiarisation activity.

NM said that he had received a quote from Martin at Tilley's Printers for three posters. AH and AP said that is not part of the original application so should be considered separately to the project. CM recommended an outside sponsor for the posters could be found but noted that match funding should be prioritised first.

ACTIONS:

MM17 IL to explore print on demand options for merchandising and report back in the next Board meeting.

12. SUSTAINABILITY IN MASEFIELD MATTERS

IL stated the importance of environmental sustainability to the NLHF and the need to record that we are considering this within the project.

JP recommended policies such as refilling water bottles at events and reducing single use plastic, such as that in disposable bottles of water. AH suggested using local suppliers to reduce the carbon footprint of travel. A reduction of printed material was also suggested.

The need to capture these considerations for reporting to the NLHF was stressed by EH. EC and AP are arranging a meeting with Liz Warren (NLHF relationship manager) and will ask her advice on this.

EH raised that as the project has been in progress for some time now, we need to consider how we show that environmental sustainability has been a decision making factor throughout. It was asked if the project required a sustainability statement or a list of ways that sustainability has been taken into account. It was also asked if it was in the remit of the project evaluator to provide a framework for recording sustainability related actions.

ACTIONS:

MM18 AP and EC to raise environmental sustainability in their meeting with Liz Warren.

13. ACCESSIBILITY IN MASEFIELD MATTERS

IL briefly described the need for accessibility considerations in the project. EH suggested that communications text (for example, text on the website) be run through a plain English analyser to check its suitability for accessible communication. She noted that this would be easy to metricate and report on.

ACTIONS:

MM19 IL to use readability analysis software to identify any communications text that require improvement, noting down accessibility scores.

14. DATE OF NEXT MEETING

TK requested the Board be prompted to respond to actions quickly when these minutes are distributed. EH requested that the Board be sent regular updates of action progress between meetings. It was recommended to add initials and colour coding of tasks to increase clarity.

RESOLVED:

To note that the next meeting of the Masefield Matters Board will be held on Tuesday 14th October at 11am at Ledbury Poetry House.

The meeting ended at 13:15.

Signed.....

Dated.....

Item 04: To Receive and Note the Action Sheet

Minute No.	Action	Owner	Date actioned	Update	Board Meeting	Status
24/MM13 (1)	Agree how funds could be received and GiftAid claimed through JMS.	CM, CN	07/10/2025	Donations to be made via cheque for now. The JMS has applied for Gift Aid Registration and is awaiting confirmation. This has now been confirmed.	March	Resolved
24/MM14	Record launch event presentations for inclusion on the Masefield Matters website.	TK and JP	23/09/2025	25/05 JP has sent her recording to MM. 23/07 TK has sent recording, and both are available on the website and subtitled.	May	Resolved
24/MM15 (1)	Draft letter to JMHS parents; TK to proofread.	EC and TK			May	Resolved
24/MM15 (2)	Finalise list of attendees at launch event. All members are to add attendees not yet listed.	EC and IL		19/05 List has been sent to NM who will distribute to the Board	May	Resolved
24/MM15 (3)	EC and IL to visit Pauntley Court	EC and IL		12/05 EC in conversation with Pauntley Court re: visit. Date. July: EC and IL visited Pauntley, and they were very enthusiastic about assisting with the project.	May	Resolved
24/MM15 (4)	Draft blurbs based on different aspects of our mission that can be sent to contacts.	EC			May	In progress
24/MM15 (5)	Contact Simon Armitage about the project	AH		Simon Armitage showed interest in the project but felt it was still too early to get involved. To review at a later date.	May	Resolved

24/MM15 (6)	Write poem of the week segment for the Masefield Matters website.	PE		15/05 We are seeking permission from the SoA for this, exploring Poem of the Month or Poem of the Week - and the costs attached to this.	May	In progress
24/MM15 (7)	An article for Clerks and Councils Magazine to be written.	IL		13/05: Sent for proofreading to NM and AP. This has been published.	May	Resolved
24/MM15 (8)	Arrange a meeting with Jim Gravatte to confirm Heritage Open Days.	EC	30/08/2025	14/05 EC emailed JG. Awaiting response. 27/05 IL and EC met with JG. IL and JG arranging HODs. The Poetry House's plans for HODs have reduced in scope but will feature a Masefield display.	May	Resolved
24/MM15 (9)	Ask Peter Carter and CN if they have copies of the Masefield walking map	CM	07/05/2025	07/05: TK forwarded these walking routes from Peter Carter	May	Resolved
24/MM16	To begin process of transferring received funds from JMS to LTC.	CM		6th June: Caroline is now listed as chair of JMS	May	In progress
24/MM17 (1)	To send details of the Evaluation Specialist to the Board.	EC	19/05/2025		May	Resolved
24/MM17 (2)	To share a list of musical settings of Masefield's work with the Board.	PE			May	Resolved
24/MM18	To share historical artwork that may be suitable for merchandising to EC.	PE	07/05/2025	07/05: PE shared some historical illustrations.	May	Resolved
24/MM19	To organise a fundraising committee with JP and TK.	EC	25/06/2025	This committee was formed at the extra board meeting	May	Resolved

25/MM09 (1)	To re-send draft versions of update documents to the Chair.	IL	26/08/2025	IL sent this on 26th August	August	Resolved
25/MM09 (2)	To arrange the appropriate permissions to run a Poem of the Month segment.	EC and PE	26/09/2025	EC has obtained permissions from the SoA	August	Resolved
25/MM09 (3)	To ask John Holmes to join the Risk subcommittee.	AH			August	In progress
25/MM09 (4)	To share the list of musical settings with local choirs.	JP	06/10/2025	JP has shared the musical settings with local choirs.	August	Resolved
25/MM09 (5)	To progress the sea shanty activity.	JP	06/10/2025	Simon Peberdy has begun writing the sea shanty and will ask local schools to contribute verses.	August	Resolved
25/MM11 (1)	To provide list of possible events venues offered to the funding subcommittee.	EC and IL	05/09/2025	This list has been shared with the fundraising subcommittee.	August	Resolved
25/MM11 (2)	To distribute list of attendees from the launch event to the Board.	NM	20/08/2025	Emma has sent this to the Board to add names to	August	Resolved
25/MM12 (1)	To confirm date of the Cutty Sark activity.	EC and IL	22/08/2025	IL sent this out with minutes and actions	August	Resolved
25/MM13	To provide evidence of £25 contribution.	CN and NM			August	In progress
25/MM14 (1)	All Board members to use their social media connections to expand the reach of the MM social media and website.	All		11/09: A couple of new follows due to this, but no significant changes in engagement.	August	Resolved
25/MM14 (2)	To add newsletter registration form to the Masefield Matters website and to talk to the Community Engagement	IL	09/09/2025	09/09: This has been added. Due to the nature of the website, this will alert LTC, who can pass this on to Isabel.	August	Resolved

	Officer about how the Town Council runs its newsletter.					
25/MM14 (3)	To ask Natalie Jolley for rates on short-term social media consultancy and report back to the Board at the next meeting.	JP	06/10/2025	Natalie Jolley has set her rate of £15/hr for social media consultancy for the project.	August	Resolved
25/MM15	To chase Steve Green for evaluation workshop communication.	AP	20/08/2025	Emma has e-mailed Steve Green stating concerns and requesting updates	August	Resolved
25/MM16 (1)	All Board members are to attend Town Council processes workshop.	All			August	In progress
25/MM16 (2)	To share Board member list of skills with all members, prompting any members who have yet to respond to do so.	IL	05/09/2025	List sent	August	Resolved
25/MM17	To explore print on demand options for merchandising and report back in the next Board meeting.	IL	12/09/25	12/09 A report on this has been drafted and will be included in the next agenda.	August	Resolved
25/MM18	AP and EC to raise environmental sustainability in their meeting with Liz Warren.	AP and EC			August	In progress
25/MM19	To use readability analysis software to identify any communications text that require improvement, noting down accessibility scores.	IL		IL documented 'before' values for readability scores 26/08/25	August	In progress

MASEFIELD MATTERS BOARD	14 OCTOBER 2025	AGENDA ITEM: 04
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Report prepared by Isabel Lewis – Masefield Matters Project Assistant Intern

TO REVIEW PROVISION FROM THE PROJECT EVALUATOR

Purpose of Report

The purpose of this report is to update Members on the progress of the project evaluation and to review provision from the Project Evaluator, Steve Green.

Detailed Information

Evaluation Progress

All of the Board members and community members invited to participate in evaluation workshops have now had the opportunity to attend. The evaluation toolkit and evaluation framework have been delivered to the project staff. The delivery of work is significantly behind agreed timescales by 4 months.

Project Evaluator

Concerns have been raised by project staff that progress on the evaluation of the project has moved very slowly throughout, and has only been completed with significant pressure from the staff. The quality of the produced work has also at times been poor. The impression given by the Project Evaluator is that he does not have sufficient time to allocate to Masefield Matters, and as such the output is rushed and behind schedule. See below for the agreed timescale for delivery of phase 1. The evaluator commenced work with us in March, first sent the Evaluation Framework (which forms the toolkit) in April, and delivered the workshop in July. He has missed significant deadlines he set out in his tender as below. Still outstanding from Phase 1 is the dissemination of the toolkit, and training for those receiving it.

Before we enter into phase 2, a conversation needs to take place about the delays/not being on track and why, and options available to us.

The Board needs to consider whether they want to retain, or sever contract with, the current evaluator.

If the Board chooses to retain the current evaluation with conditions, this would include 50% of the phase 2 fees initially and a guarantee that he will catch up some of that time if paid the second half. This will need to be carefully monitored, with proviso if not satisfactory that board will have to consider severing contract due to breach of contract.

There are alternative evaluators available if the contract is severed. Recruitment would need to be in line with Town Council procedures.

3. Outline Programme

Our proposed allocation resources to this work is set out in the table below

Stage	Timing	Tasks
Briefing	Mar 25	Briefing meeting
Planning	Mar 25	Review existing documentation
	Mar 25	Initial team and stakeholder interviews
	Apr 25	Logic model
	Apr 25	Evaluation framework
	Apr 25	Baseline
	May 25	Toolkit and training
Familiarisation Phase	May-Jun 25	Data collection
	Jun 25-May 26	Quality checking
	Jun 25-Mar 26	Observation
	Mar 26	Data analysis
	Mar 26	Team and stakeholder interviews
	Mar/Apr 26	Interim phase report
Consultation Phase	Apr 26-Jun 26	Data collection
	Apr 26-Jun 26	Observation
	Jul 26	Team and stakeholder interviews
	Jul/Aug 26	Interim phase report
Commission the Memorial	Sep 26-Jun 28	Data collection
	Sep 26-Jun 28	Observation
	Jul 28	End of phase and project interviews
End of project report	Jul 28	Data analysis
	Jul-Aug 28	End of project evaluation report

Recommendation

It is recommended that the Board consider offering the contract to an alternative Project Evaluator. It is noted that the Consultancy Specialists also carry out evaluation contracts, and have so far completed work in a timely manner and to a high standard. They are frequently in communication with project staff and are already familiar with the project and our future events. Recommendation: LTC (and a member of the Board) write a letter to Steve expressing the concerns.

Report prepared by Isabel Lewis – Masefield Matters Project Assistant Intern

END OF FAMILIARISATION PHASE EVENT

Purpose of Report

The purpose of this report is to remind Members of the upcoming end of familiarisation phase event.

Detailed Information

As outlined in the activity plan, the celebration event for the end of the familiarisation phase should:

- take place in March 2026
- be for the local community
- have 125 local people attend

The budget for this event is £405, as follows:

Hospitality: £300

Materials: £165

Venue Hire: £120 (4 hours @ 30ph)

Recommendation

It is recommended that Members consider ideas for what this event should be. It is recommended that it is held in a community space in Ledbury such as the Community Hall.

MASEFIELD MATTERS BOARD	14 OCTOBER 2025	AGENDA ITEM: 07
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Report prepared by Isabel Lewis – Masefield Matters Project Assistant Intern

TO CONSIDER MERCHANDISING OPTIONS

Purpose of Report

The purpose of this report is to explore print on demand options for merchandising as discussed in the August Board meeting, and to inform members of the benefits and drawbacks of using this form of printing.

Detailed Information

Print on Demand Overview

Print on demand services allow sellers to produce stock as it is requested by customers, rather than printing stock in set batches. These services have a catalogue of base items that are then printed with the seller's design. These services generally set a base price for each item, and the seller then adds a markup on top of this.

There are two basic methods that print on demand services operate by:

- Direct to consumer: the merchandise is sold directly to customers through the printing company's website.
- Printing only: The seller collects orders through a third party website and passes orders onto the print company, who then fulfils the orders. Many of these services can integrate into popular web hosting services.

Service Options

A list of print on demand services is given in Appendix 1, with details on how the company processes orders, their costing structure, and available merchandise. It is noted that the majority do not stock tea towels, but generally stock prints, cards, and mugs.

Benefits

- The risk of losing money through unsold stock is mitigated.
- There is no need to store excess stock, or for it to be sold directly through us.
- There would be reduced admin in managing printing and sales if a direct to consumer method is chosen.

Drawbacks

- For the services that do not sell direct to customers
 - There will be a steep learning curve and administrative burden on project staff.

- It may be necessary to set up a separate website to collect orders. The project has access to a domain name, but there would be a cost in setting up the website itself.
- Kim Lynch (or any other artist involved) may be less willing to participate in this project on a pay-per-item basis, as their income may be limited.
- The cost price of merchandise is likely to be higher than traditional printing.

Recommendation

It is recommended that Members consider the resource cost and likely profit of producing print on demand merchandise. Print on demand is largely geared towards online selling; and it must be considered if the Board feels this suits the aims of producing merchandise. It is possible that items are ordered in small batches for sale in local shops, but this would be more expensive per item than traditional printing methods.

It is recommended that the Board consider the difference between sites that directly sell merchandise to customers versus services that require the seller to manage orders and sales. It is the recommendation of the project staff that a service that manages sales is chosen to reduce the pressure on staff resources.

Should the Board choose to pursue print on demand merchandising, it is recommended that they do not consider Redbubble or Dreamship in light of their poor Trustpilot ratings and reviews. It is also recommended that Contrado is not chosen, as we would be unable to price the products competitively. Instead it is recommended that if a direct seller is chosen, Zazzle be selected, and if instead we choose to collect orders ourselves, we choose TwoFifteen due to its lower environmental impact and good reviews.

Appendix 1: Summary of print on demand providers											
Company Name	How to Buy	Cost structure	Tote Bag	Art Print	Tea Towel	Mug	T-Shirt	Greetings Cards	Tote Base price example	Trustpilot Score /5	Notes
Zazzle	Direct from Zazzle's website	Zazzle has a base price per item. Seller chooses own percentage margin or flat fee.	✓	✓	x	✓	✓	✓	£9.52	4.2	Very large range of items, slightly higher base price.
Redbubble	Direct from Redbubble's website	Redbubble sets a base price per item. The seller then chooses their percentage margin.	✓	✓	x	✓	✓	✓	No information available	3.1	Very large range of items, slightly lower base price. Redbubble used to be very popular but has become less so due to policy changes that negatively impacted lower volume sellers by adding additional fees and lack of transparency.
Printify	Printify integrates with other sites like Etsy, Amazon or Shopify.	Printify sets a base price per item. The seller then chooses the final sales price.	✓	✓	✓	✓	✓	✓	£8.45	4.6	

	Printify uses a network of 3rd party printers.										
Printful	Printful integrates with other sites like Etsy, Amazon or Shopify. It prints everything in house.	Printful sets a base price per item. The seller then chooses the final sales price.	✓	✓	x	✓	✓	✓	£13.61	4.6	Smaller range of products
Gelato	The seller receives an order and passes this onto Gelato, who then fulfils it. It integrates with a range of platforms.	Gelato sets a base and shipping fee per item. The seller then chooses the final sales price.	✓	✓	x	✓	✓	✓	£9.98	4.5	Smaller range of products

Dreamship	The seller receives an order and passes this onto Dreamship, who then fulfils it. It integrates with a range of platforms. Dreamship uses 3rd party print companies.	Dreamship sets a base and shipping fee per item. The seller then chooses the final sales price.	x	✓	x	✓	✓	✓	N/A	3.2	Low Trustpilot reviews, with reviews citing inconsistent or low quality.
Contrado	Direct from Contrado's website	Contrado sets a base price per item. The seller then chooses the final sales price.	✓	✓	✓	✓	✓	✓	£19	4.1	A much more high-end product, but very expensive. It seems to be more for art than branded merchandise.
TwoFifteen	TwoFifteen integrates with other sites like Etsy, Amazon or Shopify, or the orders can be manually uploaded. TwoFifteen	I cannot find this, but is likely to be similar to the other website integrated options.	✓	✓	✓	✓	✓	x	£7.15	4.8	Has a sustainable range and a very high Trustpilot rating.

	prints in house in the UK.											
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