



# LEDBURY TOWN COUNCIL



8 September 2026

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

Dear Board Member,

You are invited to attend a meeting of the **Masefield Matters Board at 11.00 on Friday, 11 September 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**

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

## **A G E N D A**

- |    |                                                                                                               |       |                |                 |
|----|---------------------------------------------------------------------------------------------------------------|-------|----------------|-----------------|
| 1. | Apologies for absence                                                                                         | (AP)  | <b>5 mins</b>  |                 |
| 2. | To approve and sign the notes of meetings of the Masefield Matters Board held on 14 <sup>th</sup> August 2026 | (JP)  | <b>5 mins</b>  | (Pages 25 - 30) |
| 3. | To receive and note the Action Sheet                                                                          | (All) | <b>10 mins</b> | (Pages 31 - 37) |

- |     |                                                                                                                                                         |          |                |                 |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------|-----------------|
| 4.  | To present a progress report with financials (inc. Project Co-ordinator salary deficit)                                                                 | (EC/AP)  | <b>15 mins</b> | (Pages 39 - 40) |
| 5.  | To review Terms of Reference inc. suggested amendments from AP highlighted.                                                                             |          | <b>10 mins</b> | (Pages 41 - 43) |
| 6.  | To propose potential Board members for the Board to discuss and decide whether to invite them to join.                                                  | (JP)     | <b>5 mins</b>  |                 |
| 7.  | To review resources and begin 2027 Planning (inc breakdown of Project Co-ordinator's role / skills gap analysis for project) continuity                 | (JP/AP)  | <b>15 mins</b> | (Pages 45 - 53) |
| 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)     | <b>15 mins</b> |                 |
| 9.  | To Receive and Note Sub Group Updates:                                                                                                                  |          | <b>30 mins</b> | (Pages 55 - 58) |
|     | 9.1. Fundraising                                                                                                                                        | (TK)     |                |                 |
|     | 9.2. Communications                                                                                                                                     | (CM, CT) |                |                 |
|     | 9.3. Risk                                                                                                                                               | (EC, AP) |                |                 |
| 10. | To revisit Patrons discussions                                                                                                                          | (All)    | <b>5 mins</b>  | (Pages 59 - 60) |
| 11. | To revisit souvenir book discussions                                                                                                                    | (All)    | <b>5 mins</b>  | (Page 61)       |
| 12. | Date of next two meetings                                                                                                                               | (All)    | <b>5 mins</b>  |                 |

**LEDBURY TOWN COUNCIL  
MINUTES OF A MEETING OF THE MASEFIELD MATTERS PROJECT BOARD  
HELD ON 14 AUGUST 2026**

**PRESENT:** Dr Philip Errington (PE), Tim Keyes (TK), Dr John Holmes (JH), Amy Howard (AH), Caroline Magnus (CM), Cllr Nick Morris (NM), Justine Peberdy (JP) (Chair), Christine Tustin (CT), Janine Rusby (JR), Andrew Meredith (AM)

**ALSO PRESENT:** Emma Clowsley (EC) (Project Coordinator), Angela Price (AP) (Town Clerk), Sophie Rudd (SR) (Minute Taker)

**76. ELECTION OF CHAIR**

TK nominated JP for Chair, seconded by CM.

**RESOLVED:**

That JP be elected as Chair of the Masefield Matters Board for the remainder of the 2026/27 municipal year.

**77. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Andrew Meredith, who joined the meeting later.

**78. TO RECEIVE DECLARATIONS OF INTEREST**

None received.

**79. TO APPROVE AND SIGN THE NOTES OF MEETINGS OF THE MASEFIELD MATTERS BOARD HELD ON 5 MAY AND 16 JULY 2026**

AH brought forward an amendment that point MM74(6.1)2) be removed in its entirety from the minutes of 19 May and the minutes be amended to reflect that she will approach The Reading Room – not Powerhouse Productions - as a new audience to simply inform them of the works of John Masefield.

CM requested that where she is referenced in the minutes of 5 May as not having access to email distribution facilities, this should instead read that the John Masefield Society do not have access to such a facility.

**RESOLVED:**

**That the minutes of the Masefield Matters Board Meetings on 5 May and 16 July be approved and signed as a correct record, subject to the above amendments being made.**

**80. ELECTION OF VICE CHAIR**

TK nominated AH for Vice Chair, seconded by JP.

NM queried whether AH felt she had not been able to give as much as she would like to the project, and whether she would be able to “step up to the mark a bit more” in this coming year. AH asked NM to give specifics. NM stated “we were hoping LPF would have a bigger louder voice, an contribute more than they have been”.

AP clarified position of Vice-Chair and position of LP are two separate things and we should focus on the Vice-Chair position for this item.

The Chair agreed and added that the relationship with LPF had been discussed many times and noted that NM is the only person on the Board who holds the opinion that there is an issue. And noted that LPF have made a significant contribution this year and there is an opportunity to do more in the remainder of the project. It should not appear on a future agenda, but instead a discussion between NM and JP could be scheduled.

JP noted that having the Director of Ledbury Poetry and Head of JMHS on the Board shows the commitment of partners to the project. It was agreed that having lead representation from the various groups on the Board was invaluable.

CM pointed out that John Masefield Society had failed to be mentioned in the above list. JP apologised and said it wasn't intentional and that she was trying to close the item.

**RESOLVED:**

That AH be elected as Vice-Chair for the remainder of the 2026/27 municipal year.

**81. TO RECEIVE A SUMMARY OF THE ARTIST PROCUREMENT REPORT, A REMINDER OF THE SHORTLISTING CRITERIA AND THE THREE RECOMMENDATIONS.**

JR provided a summary of the procurement process. Eighteen expressions of interest had been received. Following an initial pre-sift, three applications which did not meet the initial criteria were discounted, leaving fifteen applications for consideration by the Core Consultation Group. The Group met on 31 July 2026 to consider and score the applications.

The Core Consultation Group had proposed A, B and C as the three strongest applications. JR explained the rationale for the final shortlist, including the importance of a proven track record, the ability to deliver a commission of this scale with limited support from the Project Team, and the quality and relevance of previous work.

**RESOLVED:**

**That the summary of the artist procurement report, the shortlisting criteria and the three recommendations be received and noted.**

*AM joined the meeting*

**82. QUESTIONS REGARDING THE REPORT**

Members discussed the shortlisted applications and matters to be considered during the next stage of the commissioning process.

TK discussed the longevity of the proposed memorial and the potential reliance on digital interpretation.

JR advised that the National Lottery Heritage Fund requirement for digital elements on a grant below £250,000 was that they remain live for five years. Members agreed that, while digital interpretation may form part of the trail, the physical elements should have a significantly longer lifespan and should be designed as a lasting memorial. Digital elements can be hosted on the Ledbury Town Council website providing assurance that they will be live for as long as required.

Planning permission was discussed. The Town Clerk informed that depending on the site of the memorial, planning permission and potentially listed building permission would need to be sought from Herefordshire Council as Ledbury Town Council does not have the power to grant such permissions. Ledbury Town Council can however assist with information as to who owns what land.

PE advised that the John Masefield Society has a permanent display space at the Master's House and the Society is eager to collaborate on the project. At the very least, this location should feature on the trail. PE advised that whilst the space and collection at the Master's House remains the property and responsibility of The John Masefield Society, the Society is keen to work with Masefield Matters. There is a defunct touchscreen which needs to be brought back into operation and this could be aided by the project. The John Masefield Society should be involved in any aspect affecting the Master's House. The Society is also able to provide factual and scholarly input if required.

Members discussed the potential use of workshops and co-creation during the next stage. It was noted that community engagement should continue in some form and that any workshops required as part of the commission should be delivered by the appointed artist, with the Board and project team providing appropriate support.

TK discussed the potential for additional sponsorship or fundraising to enhance the memorial. It was noted that any opportunity for sponsorship should be considered within the commissioning brief so that the scope

of the commission is clear to all shortlisted artists. Additional funds could potentially be used to enhance materials, durability or other aspects of the design, subject to the relevant funding requirements.

Members also discussed the proposed public display of the three shortlisted designs at the theatre event on 6 and 7 November 2026. It was noted that public feedback could be sought, but that the final decision would remain with Ledbury Town Council on the recommendation of the Board. The form that the display takes needs to be finalised in the brief so that it is uniform across all applicants.

**83. TO DISCUSS AND AGREE ON THE FINAL THREE DESIGNERS PROPOSED BY THE CORE CONSULTATION GROUP.**

Members agreed that applications A, B and C should proceed as the three shortlisted designers. Members also agreed that application D should be retained as a reserve option should one of the shortlisted designers withdraw or otherwise be unable to proceed.

Members considered the strengths and areas for further development of each shortlisted proposal. It was agreed that general feedback should be provided to the designers so that the next stage of work remains within the agreed brief while allowing the designers to develop their proposals further.

For application A, Members highlighted the variety of proposed outputs and the strong use of Ledbury's key locations. Members expressed reservations about the longevity and practicality of banners and requested that the designer consider more durable solutions. The ceramic plaques, silhouettes and archway were identified as elements worthy of further development. Members also wished to see further clarification regarding community involvement.

For application B, Members noted the strong, durable and visually striking nature of the proposal and particularly welcomed the use of Masefield's words. Members considered the proposed locations to be appropriate and noted the potential value of an audio tour and a map. Members also queried the number of proposed installations and whether the design would provide sufficient points to create an effective trail within the available budget. The role of the Master's House and the John Masefield Society should also be considered as part of the development of the proposal.

For application C, Members recognised the significant visual impact and artistic ambition of the proposal. Members discussed the scale of the proposed sculptures, their likely cost and the practical implications of permissions and placement. Members also discussed the use of 'The Everlasting Mercy' as inspiration, and agreed that the designer should be encouraged to consider a wider range of Masefield's works and

themes, particularly those which reflect the playful and creative character identified through consultation.

Members agreed that the commissioning brief should require shortlisted designers to demonstrate that their proposals can be delivered within the available £60,000 memorial budget and to consider relevant permissions, siting and other practical requirements at this stage.

#### **84. TO AGREE KEY ASPECTS OF THE COMMISSIONING BRIEF FOR SHORTLISTED DESIGNERS**

Members discussed the commissioning brief and agreed that it should provide sufficient clarity to enable the three shortlisted designers to develop their proposals while retaining scope for creative interpretation.

The brief should reiterate the key Ledbury locations identified during the earlier consultation process and should make clear that these locations may be referenced as part of the trail without necessarily requiring a physical installation at each site. Members noted that issues relating to access and permissions, particularly in relation to privately owned or restricted sites, should be considered by the designers at this stage.

The brief should include an expectation of longevity for the physical elements of the memorial, with designers asked to propose durable and sustainable solutions. Digital elements may support the trail but should not be relied upon as the principal lasting element of the memorial.

It was noted that any use of Masfield's words would be subject to the relevant copyright requirements. EC confirmed that this had already been included in the brief.

EC advised that the commissioning brief would be developed with JP and then circulated to the Board for comment. The brief would also be discussed with the National Lottery Heritage Fund as appropriate.

It was noted that the deadline for material to be included with the Full Council agenda was 1 September 2026, with earlier circulation preferable. If possible the brief should be finalised as a supporting document for this date but as Full Council are only being asked to release funds and not approve the brief this may not be essential.

EC advised that, due to the Full Council meeting on 3 September 2026, the original timetable for the shortlisted designers would need to be revised. JR advised that an email should be sent to all applicants explaining the revised timetable and that the 31 October 2026 deadline should remain firm due to the proposed public display on 6 and 7 November 2026.

**85. DATE OF NEXT TWO MEETINGS**

**Next board meeting: Friday 11 September 11am at Ledbury Town Council Offices with a further invitation to attend drinks with the Core Consultation Group that evening at 6:00pm, also at Ledbury Town Council Offices**

The meeting ended at 12:56pm

Signed..... Dated.....

DRAFT

Outstanding actions as at September 2026:

| Minute No.        | Action                                                          | To be actioned by | Date actioned     | Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Board Meeting | Status      |
|-------------------|-----------------------------------------------------------------|-------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------|
| <b>25/MM29</b>    | All members to read merchandising reports and provide feedback. | ALL               |                   | 19.05.26 NM and JP spoke on this item planning to return to this item when it is agreed to, perhaps with board members to come with suggestions to this item. That the Board Meeting date of October be updated to October 2025.<br><br>No feedback received as of 28/11. Merchandising is currently on hold as of 27/01/26                                                                                                                                                                                                                                                                                                                   | Oct-25        | On Hold     |
| <b>25/MM37(2)</b> | To raise update to leaflet with Comms group                     | COMMS             | <b>27/01/2026</b> | 16.07.2026 It was agreed that the leaflet would be updated after the 3 shortlisted winners are announced.<br><br>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 | Dec-25        | In progress |

|                     |                                                                                                             |       |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |        |                  |
|---------------------|-------------------------------------------------------------------------------------------------------------|-------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------|
| <b>25/MM38.2(1)</b> | All to send any press contacts they have to the Comms team                                                  | ALL   | <b>27/01/2026</b> | <p>leaflet and EC to turn into a PDF and sent to print.</p> <p>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.</p> <p>None received as of 27/01</p> | Dec-25 | In progress      |
| <b>25/MM38.2(2)</b> | The Comms group to discuss the website                                                                      | COMMS | <b>27/01/2026</b> | <p>16.07.2026 Proposed all Board members are responsible for ideas for content inc blogs, pictures, etc</p> <p>19.05.2026 EC and HH to spend time to post and publish more Masefield Matters Events on the Ledbury Town Council website</p> <p>Meeting in March, website not discussed</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Dec-25 | Propose resolved |
| <b>26/MM44 (1)</b>  | AP to arrange a meeting between herself and Ian Wilson (Treasurer of JMS) to discuss the transfer of funds. | AP    | <b>24/03/2026</b> | <p>19/05/2026 AP provided an update on this, she recently spoke to Ian Wilson (Treasurer of JMS), there is currently around £8,000 in the JMS bank account. Ian Wilson is to let AP</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Jan-26 | In progress      |

|                    |                                                                                                    |       |  |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |             |
|--------------------|----------------------------------------------------------------------------------------------------|-------|--|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------|
|                    |                                                                                                    |       |  |                   | know the exact figure of donations received, LTC to invoice JMS and JMS will pay that invoice to LTC, the gift aid is to be worked out through a similar invoice process towards the end of the year. CT spoke that Ian Wilson will need to know who the donations are from, as one or more are not available for gift aid so this will not apply, AP assured that this will be made clear in the application.                                                                                                                                                            |        |             |
| <b>26/MM44 (3)</b> | To develop a fundraising policy.                                                                   | JP    |  | <b>24/03/2026</b> | 19.05.2026 JP noted to bring a draft to the next fundraising meeting to be addressed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Jan-26 | In progress |
| <b>26/MM44 (6)</b> | Comms group to consider a longer-term communications strategy.                                     | COMMS |  | <b>24/03/2026</b> | 19.05.2026 JP suggested to place on hold until some marketing expertise are sort.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Jan-26 | In progress |
| <b>26/MM45 (2)</b> | IL to post advertisement for Board Members to website and social media specifying skills required. | JP/EC |  | <b>24/03/2026</b> | 19.05.2026 JP to put together a communication to the core consultation group, which only invites ongoing support following the end of their official role to start. NM, spoke on this, congratulating EC on finding the core group of individuals, suggesting that perhaps the board could embrace them and involve them more within the project.<br><br>A social event was suggested to get to know members more, with more engagement and group feeling, but to wait until their role has ended first. Friday 11 September at 6pm, in the Ledbury Town Council offices. | Jan-26 | In progress |
| <b>26/MM59 (1)</b> | 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.                                                                                                                                                                                                                                                                                                                                                                                                           | Mar-26 | In Progress |

|                      |                                                                                                                                                                                        |         |  |  |                                                                                                                                                                                         |        |             |  |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------|--|
|                      |                                                                                                                                                                                        |         |  |  | 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... |        |             |  |
| <b>26/MM61.1 (1)</b> | 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 |  |
| <b>26/MM61.2 (1)</b> | EC to design and purchase beermats with AH (as they will be shared with Ledbury Poetry Festival)                                                                                       | EC/AH   |  |  | EC has shared some designs with the Comms Group and has received some fantastic feedback from AH. AH spoke that the designs EC has presented are fantastic.                             | Mar-26 | In Progress |  |
| <b>26/MM72 (1)</b>   | 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 |  |  |                                                                                                                                                                                         | May-26 | In Progress |  |
| <b>26/MM73 (1)</b>   | 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      |  |  |                                                                                                                                                                                         | May-26 | In Progress |  |
| <b>26/MM73 (2)</b>   | AH to make Hay Festival aware of the Masfield Matters project and to enquire about possible involvement in the festival.                                                               | AH      |  |  |                                                                                                                                                                                         | May-26 | In Progress |  |
| <b>26/MM73 (3)</b>   | 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     |  |  |                                                                                                                                                                                         | May-26 | In Progress |  |

|                      |                                                                                                                                                           |          |  |                                                                                              |        |             |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--|----------------------------------------------------------------------------------------------|--------|-------------|
| <b>26/MM73 (4)</b>   | Board to investigate who does toppers for post boxes, and to enquire about Masefield themes for 2028.                                                     | ALL      |  |                                                                                              | May-26 | In Progress |
| <b>26/MM73 (5)</b>   | CM to focus on more talks around Ledbury about Masefield.                                                                                                 | CT       |  |                                                                                              | May-26 | In Progress |
| <b>MM74 (6.1) 1)</b> | 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       |  |                                                                                              | May-26 | In Progress |
| <b>MM74 (6.1) 2)</b> | PE and TK to explore performing a play around Easter time in the church.                                                                                  | PE / TK  |  |                                                                                              | May-26 | In Progress |
| <b>MM74 (6.1) 3)</b> | 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  |  |                                                                                              | May-26 | In Progress |
| <b>MM74 (6.1) 4)</b> | 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       |  |                                                                                              | May-26 | In Progress |
| <b>MM74 (6.2) 1)</b> | 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 |  |                                                                                              | May-26 | In Progress |
| <b>MM78 (1)</b>      | 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       |  |                                                                                              | Jul-26 | In Progress |
| <b>MM78 (2)</b>      | EC will follow up with AH about the marketing position and find out when that person will be in place.                                                    | EC       |  | Update: Marketing person is not yet in position, AH will inform us when they have recruited. | Jul-26 | In Progress |

|                 |                                                                                                                    |     |            |                                                                                                                                                                                                                                                                                                               |        |             |
|-----------------|--------------------------------------------------------------------------------------------------------------------|-----|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------|
| <b>MM78 (3)</b> | 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  | 11/09/2026 |                                                                                                                                                                                                                                                                                                               | Jul-26 | In Progress |
| <b>MM78 (4)</b> | EC to add to the next Board meeting agenda a discussion around a more specific proposal for merchandising.         | EC  | 11/09/2026 | 03.09.2026 It was also noted in July minutes that merchandising should be kept on hold and that merchandise could be sold at Nov events. Souvenir Book has been added to the agenda for September as this is the key item of merchandise to focus on at present.                                              | Jul-26 | In Progress |
| <b>MM78 (5)</b> | The Board need to agree in principal how they decide how it                                                        | All | 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 |

Actions resolved since March 21<sup>st</sup> Board meeting:

| Minute No. | Action | To be actioned by | Date actioned | Update | Board Meeting | Status |
|------------|--------|-------------------|---------------|--------|---------------|--------|
|------------|--------|-------------------|---------------|--------|---------------|--------|

|                      |                                                                                                                                           |           |            |                                                                                                                                                                                                      |         |           |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------|
| <b>25/MM23(4)</b>    | EC to suggest to the company of HMS Ledbury that they may wish to contribute a verse to the sea shanty and/or perform a Masefield Moment. | EC        | 27/01/2026 | This will also be suggested to representatives of Stromstad's Twinning Association. UPDATE: Stromstad TA made a reel of a Masefield Moment which was posted on our social media. Propose close this. | October | Resolved? |
| <b>25/MM46</b>       | The Communications Team to consider Masefield Matters within the Ledbury Poetry programme.                                                | COMMS     | 24/03/2026 | Masefield Matters has two events in the programme. Propose close.                                                                                                                                    | January | Resolved  |
| <b>25/MM48</b>       | JP and EC to meet to discuss the exhibition and special viewing for Lottery players.                                                      | JP and EC | 24/03/2026 | This meeting has taken place and a timeline has been drafted and shared with the Board                                                                                                               | January | Resolved  |
| <b>25/MM53</b>       | EC to forward donor spreadsheet from JMS to AP.                                                                                           | EC        |            | EC to attach to May agenda                                                                                                                                                                           | March   | Resolved  |
| <b>25/MM55</b>       | EC to make amendments and add JM into the patron agreement.                                                                               | EC        | 13/05/2026 | Complete. This will be an attachment to accompany the agenda for May BM                                                                                                                              | March   | Resolved  |
| <b>25/MM58</b>       | IL to circulate a PDF of the poster to board members                                                                                      | IL        | 24/03/2026 | Complete                                                                                                                                                                                             | March   | Resolved  |
| <b>25/MM59 (2)</b>   | EC to ask Janine and Andrew to present memorial recommendation to Full Council.                                                           | EC        |            | Complete. JP presented memorial recommendations to FC.                                                                                                                                               | March   | Resolved  |
| <b>25/MM59 (3)</b>   | EC to prepare a report for Full Council to recommend a memorial idea, once this has been determined.                                      | EC        | 07/05/2026 | Report presented by JP and approved by FC                                                                                                                                                            | March   | Resolved  |
| <b>25/MM61.2 (2)</b> | EC to share the NLHF communications requirements with the Communications Subgroup                                                         | EC        |            | Email sent 22/04. Reminder given before press release.                                                                                                                                               | March   | Resolved  |



|                                |                          |                       |
|--------------------------------|--------------------------|-----------------------|
| <b>MASEFIELD MATTERS BOARD</b> | <b>11 SEPTEMBER 2026</b> | <b>AGENDA ITEM: 4</b> |
|--------------------------------|--------------------------|-----------------------|

Report prepared by Emma Clowsley – Project Coordinator

## **Progress report with financials**

### **Purpose of Report**

The purpose of this report is to present a progress report with financials (inc. Project Co-ordinator salary deficit)

### **Detailed Information**

Councillor Wilkinson is currently reviewing the budget spreadsheet and ensuring everything is in order. In the meantime, we are highlighting that there will be a deficit of £2,679.40 + in salary budget (this does not include recent back pay and salary increase which is being calculated).

Estimated salary costs for Project Co-ordinator remaining = 17,832.95 (this does not include back pay which has just been agreed by unions at 3.3%)

Pay increase of up to 5% was built into the contingency fund for the Project Co-ordinator only (I have included this amount under Staff Salary. Actual pay increase, in line with Council staff, was 3.2% year 1, 3.3% year two. Back pay from April – September will be added in September payroll. Project Assistant received the same pay increase which was not accounted for in the budget.

We believe this is due to a miscalculation in the original budget where pension and national insurance was not accounted for. There was also no provision for overtime, but both members of staff were required to work overtime on weekends where pay is time and a half. Overall, the project is not overspent and there are many categories with funds remaining as set out below. Note that some costs are ring fenced such as the memorial build and installation.

The Board will need to discuss options and decide on how this deficit can be corrected to keep this project financially on track.

| Category                                                   | Budget                         | Spent to date     | Remaining    |
|------------------------------------------------------------|--------------------------------|-------------------|--------------|
| <b>Staff salary</b>                                        | <b>117,473</b>                 | <b>107,791.63</b> | <b>9,681</b> |
| Project coordinator<br>(inc Staff salary pay<br>inflation) | 84,990                         | 71,904            | 13,086       |
| Project Assistant (plus<br>additional funding for<br>PA)   | 28,000<br>4,482.56<br>= 32,482 | 35887.63          | -3405.63     |

- £725.6 (LTC overtime to be transferred back to MM accounts)

|                                                 |                   |                      |                  |
|-------------------------------------------------|-------------------|----------------------|------------------|
| <b>Staff salary Additional funding from LTC</b> | <b>4,482.56</b>   | <b>0.00</b>          | <b>4,482.56</b>  |
|                                                 |                   |                      |                  |
| <b>Category</b>                                 | <b>Budget</b>     | <b>Spent to date</b> | <b>Remaining</b> |
| <b>Staff salary (inc inflation)</b>             | 112,990.00        | 107,792.28           | 5,197.72         |
| <b>Professional fees</b>                        | 30,540.00         | 24,576.50            | 5,963.50         |
| <b>Recruitment</b>                              | 2,000.00          | 357.00               | 1,643.00         |
|                                                 |                   |                      |                  |
| <b>Purchase price of heritage items</b>         | 60,000.00         | 0.00                 | 60,000.00        |
| <b>Event costs</b>                              | 2,735.00          | 928.34               | 1,806.66         |
|                                                 |                   |                      |                  |
| <b>Equipment and materials</b>                  | 9,680.00          | 5,770.23             | 3,909.77         |
| <b>Training staff</b>                           | 1,000.00          | 550.00               | 450.00           |
| <b>Training volunteers</b>                      | 0.00              | 0.00                 | 0.00             |
| <b>Travel staff (not within budget)</b>         | <b>750.00</b>     | <b>553.53</b>        | <b>196.47</b>    |
| <b>Travel volunteers</b>                        | 3,840.00          | 2,095.30             | 1,744.70         |
| <b>Expenses staff</b>                           | 300.00            | 313.26               | -13.26           |
| <b>Expenses volunteers</b>                      | 350.00            | 66.07                | 283.93           |
| <b>Other</b>                                    | 3,625.00          | 2,809.75             | 815.25           |
| <b>Publicity and promotion</b>                  | 1,500.00          | 1,685.67             | -185.67          |
| <b>Evaluation</b>                               | 8,000.00          | 6,000.00             | 2,000.00         |
| <b>Contingency</b>                              | 10,500.00         | 1,000.00             | 9,500.00         |
|                                                 |                   |                      |                  |
| <b>Inflation (venue hire only)</b>              | 160.00            | 0.00                 | 160.00           |
| <b>TOTAL</b>                                    | <b>247,970.00</b> | <b>154,497.93</b>    | 93,472.07        |

Not in NLHF  
budget

Overtime celebration day - LTC

**OVERTIME TO BE CHARGED TO THE  
COUNCIL**

**£725.60**

### **Recommendation**

- 1) To decide a course of action for remediation, this could include drawing money remaining in other categories such as Professional Fees, or through fundraising.

## LEDBURY TOWN COUNCIL

### TERMS OF REFERENCE

#### MASEFIELD MATTERS PROJECT BOARD

##### 1. Purpose

The purpose of the Masefield Matters Project Board is to:

- a. To act on behalf of Ledbury Town Council in respect of the development and organisation of a memorial to commemorate John Masefield.
- b. To provide support to the Clerk and/or Project Coordinator in the facilitation of workshops and consultations which will determine three final choices for a memorial.
- c. To provide guidance and expertise based on the skill sets of the Board Members.

##### 2. Quorum

The Quorum of the Project Board will be three Members in attendance, one of which **MUST** be a Councillor

##### 3. Membership

~~The Membership of the Masefield Matters Project Board consist of the following:~~

~~Dr Philip Errington  
Stephen Furlonger  
Dr John Holmes  
Amy Howard  
Tim Keyes  
Caroline Magnus  
Councillor Nick Morris  
Chris Noel  
Justine Peberdy~~

~~Christine Tusti~~ Suggest that names of Board Members are not included in the Terms of Reference – consider the following as an alternative:

~~The Board will be made up of members from the following organisations:~~

~~John Masefield Society  
Ledbury Poetry  
Ledbury Town Council  
Herefordshire Council  
John Masefield School  
Civic Society~~

#### Individual interested residents

Formatted: Indent: First line: 1.27 cm

The Board will be responsible for voting in any new members.

#### **4. Chairman**

A Chairman will be appointed annually, at the first meeting of the Board after the Annual Council Meeting in May.

#### **5. Powers**

The Masefield Matters Memorial Project Board has been established by Ledbury Town Council and is therefore required to report back via recommendations to Ledbury Town Council in relation to all financial decisions and matters beyond the Boards remit.

Ledbury Town Council shall make the final decision on the memorial, selecting from three choices recommended by the Board based on workshops and consultation feedback.

The Council's Standing Orders and Financial Regulations apply to all meetings and business of the Project Board.

#### **6. Committee Governance**

The Board will meet quarterly and the draft minutes of each meeting will be provided to all members within two weeks of the meeting.

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

- a. The timeframe to establish a memorial will not exceed beyond June 2028;
- b. The memorial is to be dedicated solely to John Masefield;
- c. To provide information on potential financial and artistic supporters for the project.
- d. To develop and support criteria for obtaining three quotes for the provision of memorial art work;
- e. To develop and support criteria for considering the outcomes of the workshop and consultation process;
- f. To support the Project Coordinator as required, in particular making use of specific skill sets of Board Members;
- g. To engage with local traders, stakeholders, and other interested parties to maintain project momentum.
- h. To pursue fundraising and public engagement.
- i. To adhere to the Council's Standing Orders and Financial Regulations, National Lottery Regulations and the Nolan Principles.

There will be subcommittees consisting of board members and members of the project team, to be chaired by board members. They will meet every two months to review strategy and progress in the following areas: risk, fundraising, and communications.

#### **8. Reporting Mechanism to and from**

- a. The Board will receive direct reports from the Clerk and/or Project Coordinator.
- b. The Board is not responsible for the day-to-day management of the Project Coordinator, this remains the responsibility of the Town Clerk.
- c. The Clerk and Project Coordinator will hold fortnightly meetings with the Chair of the Project Board (or other board member) to advise them of progress being made and any issues that need to be addressed. It is the Chair's responsibility to disseminate updates from these meetings to the rest of the Board.
- d. The Project Coordinator will provide a written monthly report to Board Members. this will include updates on income and expenditure.
- e. The Board will provide copies of their minutes to Council providing any recommendations within for council consideration and approval.

**Commented [LC1]:** Members should consider whether this timeline is appropriate

#### **9. Review of Terms of Reference**

These Terms of Reference will be reviewed by the Project Board annually and Council made aware of any changes.



|                                |                          |                       |
|--------------------------------|--------------------------|-----------------------|
| <b>MASEFIELD MATTERS BOARD</b> | <b>11 SEPTEMBER 2026</b> | <b>AGENDA ITEM: 7</b> |
|--------------------------------|--------------------------|-----------------------|

Report prepared by Emma Clowsley – Project Coordinator

## **2027 PLANNING**

### **Purpose of Report**

To review resources and begin 2027 Planning (inc breakdown of Project Co-ordinator's role / skills gap analysis for project) continuity.

### **Detailed Information**

- **engaging community and other groups**, supporting people under-served by heritage, with different aspects of Masefield's life and work through a series of projects;
- **delivering a programme of public events** to connect a wider audience (it would only be community of fundraising events at this stage);
- **coordinate the freelance specialists and organisations** that will contribute to the project;
- proactively **support the evaluation consultant** in delivering impactful evaluation;
- manage the **project budget** and prepare **updates, reports and grant claims** for the National Lottery Heritage Fund and other stakeholders including the town council, project board, and participating groups; attending meetings as required.

Inherited from Project Assistant Intern:

- supporting the project with **administrative and project related tasks** such as scheduling meetings and minute taking
- Assisting in **project planning and execution** (keeping the project on track)
- Conducting **research, compiling data**, and supporting with preparation of **reports and presentations**
- **Collate evidence** and input into further grant applications, if required
- **Document maintenance** (in line with GDPR)
- Promote and publicise the work of Masefield Matters project on our **social media platforms** (Facebook and Instagram) and website (inc blog). This also includes keeping track of engagement figures.

### **Recommendation**

- 1) To review the above tasks , decide which ones will still be necessary for the remainder of the project (January 2027 onwards) and assign to Board members/mark as a gap and look for volunteers/LTC staff etc to support with these tasks.

## Masefield Matters

### A Meeting of the Fundraising subcommittee

Wed 15<sup>th</sup> July 2026 at 14.00 to 15.30 pm (11 Bank Crescent)

Present: TK, JP, EC (via Teams)

### Minutes of last meeting

1. Minutes of last meeting (Wed 13<sup>th</sup> May)

*Approved*

2. Matters arising:

Action list

| Action List |                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Who         | What                                                                                                                                                                                                                                                                                                                                                                                                                                     | By when     |
| TK          | Send words for the beer mats and the flyer to Emma<br><i>They never happened. Ledbury Poetry did not take their side forward and the arrangement was never confirmed.</i>                                                                                                                                                                                                                                                                | At once     |
|             | Ask Joyce Mason if she could do a simple programme for the Marathon<br><i>Done.</i><br><i>Did the numbering add to the cost? Did we actually need the programme numbers? Was it run past Angie first for budget purposes? Could the programme have been produced in-house. Cost of printing was c £170. Future printing decisions to be made by Emma.</i><br><i>Joyce did a wonderful job on the programme. It is a lovely souvenir.</i> | At once     |
|             | Complete arrangements for the Marathon (contact readers / allocate readings / arrange refreshments and ask for contributions / liaise with the church over sound etc<br><i>Done</i>                                                                                                                                                                                                                                                      | At once     |
|             | Agree with LPS and JMHS their involvement in the theatre event<br><i>LPS signed up. JMHS have been asked to agree to involvement in principle.</i>                                                                                                                                                                                                                                                                                       | End of June |
|             | Ask AH if JMHS event could be part of the Ledbury Poetry Winter Festival                                                                                                                                                                                                                                                                                                                                                                 | End of June |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|    | <i>Not possible.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |             |
|    | Arrange a meeting with the HoDs at JMHS<br><i>Still under discussion</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | End of June |
|    | Approach Ian Stainburn re Ian Addison Trust<br><i>Done. They remain supportive and interested and will make a decision when more is known about the nature of the memorial.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | End of June |
|    | Contact CM about promotion of the Marathon<br><i>Done</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | At once     |
|    | Talk with Christine T about Civic Society talk<br><i>Christine has offered dates next year.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | At once     |
| NM | Work on a list of businesses to contact along with phone numbers and emails, ready for when the approaches begin (later this year or early 2027)<br><br><i>Nick needs to pursue this and come up with a list that represents our best targets. This should be well in place by November. Should we commit ourselves to raising an additional £10,000 towards either a sponsorship element of the trail and / or the launch event so make it memorable. So: let us say that we will raise £10,000 for the memorial and that there must be a sponsorship element for the design. The three shortlisted people will be asked to include this. We will pay their reasonable expenses, and this will not be part of the £1K. We have not asked for a mock-up of the memorial but for the design concept only. There may be contingency funding to meet any additional costs.</i> | End of July |
|    | Talk further with James H-B to thank him for his offer and ask what input he might be prepared to have into staging an event at Eastnor Castle<br><br><i>Would need careful planning and a team to run it, but it could be an excellent venue for an event. NM to take forward</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | End of June |
| JP | Get permission from the theatre to display the trail designs in the lobby during the theatre event                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | End of June |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|  | <i>Tim will do this</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |             |
|  | <p>Arrange (with EC) for including a sponsorship element in the design brief for the memorial</p> <p><i>See above</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                               | At once     |
|  | <p>Ask board members who would be prepared to help with the JMHS event (planning and delivery)</p> <p><i>Justine and Amy will take the lead and recruit a team. We hope John can also play a key role. Meeting in late September at JMHS to be arranged.</i></p>                                                                                                                                                                                                                                                                                        | At meeting  |
|  | <p>Contact Mark and Melissa to agree a suitable date for Pauntley Court event</p> <p><i>We have a date: 30/6/2027.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                              | At once     |
|  | <p>Consider who might be approached to be the conductor for the Pauntley Court concert: John Frith? Simon P?</p> <p><i>Refugium choir will be the main element but also Esther Kay who will involve a group from JMHS. Simon Harper will be involved (and needs a fee – we will look for a sponsor). John Frith may be involved but not as a conductor. Robert Peak (local composer) could be involved in this too. He has connection with people in LCS. We shall need fees also for 2 pianists, but Ledbury Poetry will cover half this cost.</i></p> | End of June |
|  | <p>Contact Esther Kay about involvement of JMHS (“Land of Shadows”?) at Pauntley Court event</p> <p><i>Done</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                     | End of June |
|  | <p>Consider Tesco application (and delegate this?)</p> <p><i>Choose a better moment when there is an event that needs extra funding.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                            | End of June |
|  | <p>Promote the giving of talks at the next board meeting</p> <p><i>Caroline happy to do more talks, and Philip too. Tim and Mary Anne Blossomtime talk also ready for further use.</i></p>                                                                                                                                                                                                                                                                                                                                                              | At meeting  |
|  | <p>Consider who should start planning for the souvenir book</p> <p><i>Nick to take this up. Is Joyce interested in designing this? We need to start thinking about content / number of pages / space for advertising? So we need an outline that can be</i></p>                                                                                                                                                                                                                                                                                         | End of June |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |             |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|    | <p><i>populated. How much does Emma want to be involved before she goes? She would like to be involved in the planning and the start of the work. It might be good to have a small team to begin planning. Stephen Chappell? Leslie Ingram (also on Consultation Group). Bob and Penny Wolfson. We need an idea of budget before all this starts. Tim contact Stephen and Bob and Penny. Emma talk with Leslie. Get a meeting going in September.</i></p> <p><i>The unit cost per brochure might be around £2.00 to £3.00 per item. We need a sponsor for £1000. (Business sponsor?)</i></p>                                                                                                                                           |             |
| EC | <p>Refine ideas for Celebration Day (5<sup>th</sup> July)</p> <p><i>Done. We had a poet to read Masefield and read her own poem.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | End of May  |
|    | <p>Keep adding material to the “handbook”</p> <p><i>Emma is going to make this a priority soon.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |             |
|    | <p>Estimate (for future reference) the amount of admin time needed for the Bosbury event so that we can factor that into plans for future events (esp when Emma is no longer with us)</p> <p><i>Two days of admin time (managing RSVPs, taking payment, set up and involvement on the day, producing programme, getting raffle prizes. Probably 5 days of work in all. JP – admin, recce visit, running the event – also 5 days. The Bosbury event worked well partly because of the scale – just 40 guests. We could manage publicity, catering etc for this with a small team.</i></p> <p><i>It would be good to have an overall contact list of all those who have been to events and might be willing to join a team. (EC)</i></p> | End of June |
|    | <p>Produce a slip for all visitors to the Marathon asking if they would like to be involved in any way in the project (and giving boxes to tick and contact details)</p> <p><i>Done</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | End of May  |
|    | <p>Consider how the Marathon might be live-streamed</p> <p><i>Decided against this (kit not available).</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | End of May  |

|    |                                                                                                                                                                                                                                                                                                   |             |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|    | <p><i>EC did take some footage and put it on a reel which is on the website.</i></p> <p><i>We could record or live-stream the theatre event</i></p>                                                                                                                                               |             |
|    | <p>Provide card reader for Marathon, and teach others how to use it</p> <p><i>Done</i></p>                                                                                                                                                                                                        |             |
|    | <p>Take forward the idea of a visual arts event and also pillar box decoration and community quilt</p> <p><i>JP has contact with the pillar box person</i></p> <p><i>EC has a contact for the visual arts</i></p>                                                                                 | End of July |
| AP | <p>Contact Ian Wilson to agree how updates on donations and other funds will be passed on</p> <p><i>We still are not getting regular updates on donations.</i></p> <p><i>There has been a payment from JMS to the Council.</i></p> <p><i>We need to stay on top of donations and Gift Aid</i></p> | ASAP        |
| CM | <p>Confirm whether she has arranged with Ian Wilson to have access to the JMS account</p> <p><i>Tim to check with Caroline at the board meeting</i></p>                                                                                                                                           | ASAP        |
| AH | <p>Contact Toni Cook to see if she would like to be involved in the JMHS event</p> <p><i>She would need to be paid professional fees. We can probably do without a paid person for this.</i></p>                                                                                                  | End of July |

3. Donations update (JP / EC)  
*We do not have this for this meeting*
4. Masfield memorial: any relevant issues  
*Covered by earlier comments*
5. Website management  
*Website now being updated by Emma with help of Honor.*  
*Worth checking for any out-of-date elements*  
*We need to know that any donations through the website have been allocated correctly by JMS. This is why Caroline needs sight of the income of JMS (check off payments against statement). We will request a monthly printed statement.*  
*Can Angie ask Ian for this? (EC)*
6. Events: dates and planning (TK/JP)

- Masefield Marathon (TK) – happened on 4<sup>th</sup> July  
*Raised about £1,200 +  
Added to our list of contacts*
- Theatre event (TK)  
*Agreed with Paul Graham the ticket price and programme copy*
- John Masefield HS event (23<sup>rd</sup> March 2027)  
*Team meeting in September to discuss content and roles*
- Pauntley Court event (JP) (30<sup>th</sup> June 2027)  
*See above*

7. Progress with trust and other applications (JP/NM/TK)  
*TK reported on Ian Addison Trust and JGW Turner Foundation (still both potential supporters)*
8. Issues raised by the Communications Group  
*We are not taking advantage of the current opportunities for promotion. We are looking forward to getting the promised help from Ledbury Poetry. It is really important that we have an effective committee that can pick up all opportunities for promotion quickly and effectively.*
9. Review fundraising timeline (TK) and plan for approaches to businesses (NM)  
*TK will produce a draft for discussion at the next meeting*
10. Talks to groups  
*No more to report at the moment*
11. Key upcoming dates in the project (EC)  
*We need to encourage local organisations to set up events (eg Cycle group with Bella Johnson)  
We can plan a number of informal Masefield – related events over the next two years*

## 12. AOB

- We need to make progress with new board members
- Liz Dilnot-Johnson may be prepared to help with musical events but there would be financial implications
- We should be confident to say to potential helpers with events that we can offer in return for their involvement a significant mailing list, connection to a high profile project and a significant anniversary.
- We have an amount in the budget for everything to do with the launch, but more funding would ensure that it is an altogether memorable event.
- We considered these questions briefly:  
A. What do we still need funds for?
  - The memorial "fund"
  - The souvenir brochure?
  - The launch event?

B. What are the likely remaining possible sources of funds?

- Local Business community
- Sponsorship element of the memorial (how do we coordinate this with the theatre event and the appointment of a designer?)
- Trusts (I am still in touch with two possible sources of funding)
- Events (Theatre / JMHS / Pauntley Court etc)
- Tesco

13. Date of next meetings (proposed):

September 22<sup>nd</sup> (Tues)

November 18<sup>th</sup> (Wed)

| <b>Action List</b> |                                                                                                                                                  |                    |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| <b>Who?</b>        | <b>What?</b>                                                                                                                                     | <b>By when?</b>    |
| TK                 | Take forward discussion with JMHS on Theatre Event                                                                                               | End of July        |
|                    | Application to the Ian Addison Trust when memorial details are clearer. Same with JGW Turner Foundation                                          | Feb 2027           |
|                    | Ask theatre for permission to display design brief in November                                                                                   | July               |
|                    | Produce Fundraising Timeline for next meeting                                                                                                    | For meeting        |
| JP                 | Convene a team (AH, JH, TK and non-board members) to plan JMHS event for March                                                                   | Meeting in Sept    |
|                    | Continue planning for programme for Pauntley Court event and recruit team to assist with this.                                                   | Meeting in Autumn  |
|                    | Make Tesco application once the memorial form is known                                                                                           | Early 2026         |
|                    | Take forward pillar box decoration idea                                                                                                          | Autumn             |
| JP / NM            | Recruit team to discuss format / budget etc of Souvenir Book before Emma leaves us early next year. TK to approach Wolfsons as possible helpers. | Meeting in Autumn  |
| NM                 | Finalise target list of local businesses to approach and propose strategy for making the approaches                                              | By end of Oct      |
|                    | Consider how an event at Eastnor Castle could be taken forward (potential date / format / input from host / team etc)                            | By end of Oct      |
| EC                 | Ensure that shortlisted design candidates are asked to include a potential sponsorship element for final design brief                            | As part of process |
|                    | Compile information for the handbook to leave with us when she goes                                                                              | Dec 26             |

|            |                                                                                                                                                                                        |             |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|            | Produce an overall contact list of all those whom we can communicate with in future about the project                                                                                  | End of Sept |
|            | Consider how theatre event could be recorded or live-streamed                                                                                                                          | End of Sept |
|            | Check website for out-of-date material                                                                                                                                                 | End of Aug  |
| AP /<br>CM | Agree with Ian Wilson (JMS Treasurer) and reliable method of keeping us updated on donations. Monthly print-out of statement? CM to have access to the online banking for the account? | End of Aug  |

DRAFT



| Risk Type             | Risk Owner                               | Possible Risks                                                                         | Impact                                                           | Inherent   |          |      | Residual                                                                                                                                                                |                      |            |          |      |
|-----------------------|------------------------------------------|----------------------------------------------------------------------------------------|------------------------------------------------------------------|------------|----------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------|----------|------|
|                       |                                          |                                                                                        |                                                                  | 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 clarification 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 budgeted                                        |                                                                  | 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    | Council 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                       | 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 familiarisation (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 |
| Other Liabilities / Operational |                                                                                                     |                                                                                                                                                                                 |            |          |      |                                                                                                                                                                                                                                                                                                                                                                             |                      |            | Risk     |
| Project Delivery                | Failure to deliver project within set timescales                                                    |                                                                                                                                                                                 | 4          | 3        | 12   | long lead in time                                                                                                                                                                                                                                                                                                                                                           |                      |            |          |
| Project Delivery                | Access to John Masfield Archive for project participants 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 | 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                | 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                | 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 memorial                                                  |                                                                                                                                                                                 | 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                |                                                         | 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 Coordinator                                     | 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 advance and it will be advertised in advance to reach as many artists as possible |                      |            |          |
| Subject Contractual           |                                                         | Possible Risks                                                                                |                                                                                                                                                       | Likelihood | Severity | Risk | Management & Controls                                                                                                                                                                                                                                                                                                                                                           | Review/Assess/Revise | Likelihood | Severity |
| 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 procedures                                            |                                                                                                                                                       | 3          | 3        | 9    | All LTC policies and procedures to be reviewed bi-annual                                                                                                                                                                                                                                                                                                                        |                      |            |          |
| Tender rules                  |                                                         | Incorrect 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.                                                                                                                                                                                                                              |                      |            |          |

|                 |                                                                                                      |                                                     |            |          |      |                       |                                                                                                                                                                                                                                                                                                          |            |          |      |  |
|-----------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------|----------|------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------|------|--|
| 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 absences 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 |            |          |      |  |

Report prepared by Emma Clowsley – Project Coordinator

## **PATRONS**

### **Purpose of Report**

To revisit conversations about Patrons and to review suggestions for Patrons.

### **Detailed Information**

The last mention of Patrons was in the Board meeting on 24<sup>th</sup> March 2026:

### **TO RECEIVE AND NOTE THE DRAFT PATRON AGREEMENT**

TK suggested that the third paragraph should read ‘patrons’ not ‘funders’. CM noted it does not feature a mention of John Masefield. EC will amend this. CM also suggested that Patrons ought to have some knowledge of John Masefield. CT asked that fundraising be minimised in the Patron agreement. JP argued that patrons need not have all the pre-requisites, just one, so need not necessarily have an impact on fundraising. EC suggested reordering the paragraphs so that fundraising was not the first item on the list.

CM noted that the form of the memorial will impact the kind of person willing to provide patronage.

### **ACTION:**

**MM55**            **EC to make amendments and add JM into the patron agreement.**



### Patrons

#### Masefield Matters, January 2026

The role of a patron is nuanced and there may be occasions when it is appropriate to appoint a patron who does not fall neatly within the following criteria, but in these instances there should still be a clear rationale.

Due diligence should be carried out whenever a new Patron is proposed, to ascertain that they are a good “fit” for the organisation and that there is nothing which may constitute reputational risk by association.

Funders should bring one or any of the following:

#### Funding opportunities

Either directly as financial support - though this needs to be unrestricted and offered without conditions - or as a proactive conduit for building funding contacts.

#### Contacts (and willingness to share them)

#### Project ambassador

This requires a genuine engagement with the organisation and the willingness to act as an ambassador, raising the profile of the project both through advocacy and by association. This may include giving time to promote activities, participating in events to raise profile, or creating opportunities which platform the organisation.

### **Recommendation**

- 1) to review and approve the Patron agreement so we can begin to reach out to potential patrons if the Board decide to go ahead with Patrons for the project.

Report prepared by Emma Clowsley – Project Coordinator

## **SOUVENIR BOOK**

### **Purpose of Report**

To revisit the souvenir book conversation and advise the Board what has been previously agreed.

### **Background**

In May 2025, a request was made to Full Council for the release of an extra £1,935 from the funds set aside by Ledbury Town Council, as the Foodbank activities were under estimated: It was decided not to create the book for various reasons, and a souvenir book was instead suggested.

#### **Breakdown of costs:**

Research, planning, meetings and preparation and operational fees £400

Delivering 6, 3 x hour workshops facilitated by two professional practitioners: £1,800

Materials (visual prompts, printed material, art material): £200

**Photographing the work, designing and editing content, design into the book, make images ready before going to print, liaising with print company £300**

**Cost of books (50 copies?) assume £6 per book £300**

Contingency £50

### **Detailed Information**

**The last mention of a Souvenir book was recorded in the Board meeting dated 16<sup>th</sup> July:**

#### **Action 26/MM44 (3)**

**A souvenir brochure was discussed and how to raise funds towards it, we are looking for £1,000 for 300 copies and it will be given free to significant donors and then sold to anyone else involved in the project at a reasonable price. There is money in the pot for a launch event, however we may need additional funds for that.**

### **Recommendation**

- 1) To agree which member(s) of the Board will assume the responsibility for content ideas, working alongside a creative and the comms sub-group to design the souvenir book. This could be managed outside of Board meetings.