



1 Action plan

This Action Plan uses the format recommended by the HLF in 'Planning Activities for Heritage Projects' (2008).

The activities were developed through a collation of ideas gathered through the consultation and research.

HLF aims met refer to the HLF's Learning (L) and Participation (P) Aims met by each action.

The activities are grouped as follows:

- Project development and project delivery activities i.e. these will begin prior to opening and continue across the funded period
- Project development activities i.e. to be undertaken prior to Masters House reopening
- Project delivery activities i.e. those activities which will be undertaken once Masters House is opened

Guide to abbreviations:

HCC – Hereford County Council

JMS – John Masefield Society

VCH – Victoria County History



1.1 Project development and project delivery



Activity	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets & measures of success	Method of evaluation	HLF aims met
<p>Recruit part time Heritage Officer on a 3 year fixed contract who will co-ordinate different partners and activities and enable programme of events and activities to take place (see job description)</p> <p>Role will include:</p> <ul style="list-style-type: none"> • Volunteer recruitment and co-ordination • Development work with Friends of Masters House to establish sustainable support and delivery through volunteers / constituted Friends • Volunteer training / sourcing training • Planning, organising and delivering activities within action plan • Developing, co-ordinating and delivering learning programme through action plan • Working with Heritage partners and other project partners / stakeholder organisations in Ledbury to delivery action plan • Working with HCC services in Masters House and wider to deliver and resource action plan activities • Work with other HCC 	Will support all target audiences	<p>For volunteers: <i>Support and co-ordination for their activities</i> <i>Opens access to training</i></p> <p>For users of Masters House: <i>Provision of co-ordinated events and activities programme</i></p> <p>For HCC and partners: <i>Single point of contact for heritage activity at Masters House and linking to wider Ledbury heritage</i> <i>Sharing specialist skills</i></p>	<p>HCC Heritage services staff time to recruit and manage the post on a day to day basis</p> <p>Office accommodation in Masters House</p> <p>HCC community engagement staff time to support engagement with migrant communities</p>	<p>Recruitment (allowance for sector and local press): £1000</p> <p>Salary:</p> <ul style="list-style-type: none"> • Year 1: £15,465 • Year 2: £14049.20 • Year 3: £12995.51 • Oncosts over 3 years - £8664.24 <p>Training:</p> <ul style="list-style-type: none"> • Year 1: £1000 • Year 2: £1000 • Year 3: £1000 <p>IT equipment and software to support activity to include laptop, scanner / printer, Office and publishing packages: 17" laptop £595 scanner/printer £450 Office package £150 Publishing package £95 Total = £1290</p>	<p>Appointment 6 months prior to opening of Masters House and post to run for 3 years</p> <p>Year 1 – 25 hours per week Year 2 – 21 hours per week Year 3 – 18.5 hours per week</p>	<p>Successful appointment of Officer</p> <p>Delivery against milestones in action plan</p> <p>Annual recruitment of volunteers involved in Masters House Project to maintain minimum of 50 active volunteers on database</p>	<p>Evidence of delivery against Activity Plan</p> <p>HCC appraisal / review process</p>	L&P



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<p>services to manage Masters House website content and communications about Masters House and to promote its services and activities</p> <ul style="list-style-type: none">• Work with commissioned professionals in delivering the action plan activities• Continue to engage and consult with the community, including target audiences, to inform, involve and encourage participation in the Masters House project. In particular the Heritage Officer will develop contacts and consultation with the migrant communities to build engagement								



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<p>Masters House – Read all about it!</p> <p>The Heritage Officer will develop a communications plan to structure the approach to informing and consulting with audiences. The plan will include use of regular website updates, social media posting, press releases and publicity and also the use of a newsletter as a key communications tool.</p> <p>Write and issue a minimum of 2 newsletters per year updating the community and visitors about Masters House project and the services and activities available</p> <p>The newsletter will be available in print and online through the Masters House website.</p> <p>The newsletter will be co-ordinated by the Heritage Officer but with contributions and content developed by volunteers. Opportunities for community input and special features from target audiences as projects / activities are developed and delivered to build sense of ownership and a means to celebrate activity.</p> <p>Newsletter to include contacts for reader feedback and input both online comments form and contact printed in hard copy</p>	<p>Will support all target audiences but specifically:</p> <p>Volunteers</p> <p>Participants in activities</p>	<p>For volunteers: <i>Ownership of projects and opportunity to share achievements</i> <i>Feel work is recognised and valued</i></p> <p>For HCC: <i>Encourage others to participate / volunteer</i> <i>Share project achievements</i> <i>Communicate with local community</i></p> <p>For visitors to Masters House: <i>Discover what is happening at Masters House</i> <i>Appreciate the range of activity relating to the project</i></p> <p>For wider community: <i>Be able to find out about what is happening at Masters House</i> <i>Feel informed</i></p>	<p>HCC heritage services for first issue prior to Heritage Officer appointment</p> <p>Heritage officer time to plan and co-ordinate each edition, liaise with printers and webmaster</p> <p>Volunteer time to write content / take photos etc</p>	<p>Print costs (assumes print run of 500 per edition; A3 folded full colour print): £230 per edition = £1380</p> <p>Volunteer training: £750</p>	<p>Newsletter planned in winter for Spring issue annually</p> <p>Newsletter planned over summer for autumn issue annually</p>	<p>2 newsletters printed and distributed per year</p> <p>Uptake of hard copy newsletters – 90% to be distributed / picked up by time of next newsletter</p> <p>200 hits per edition online</p>	<p>Evidence of newsletter completed and printed</p> <p>Feedback received online / in writing on newsletter content</p> <p>Count of remainder newsletters prior to each new edition</p> <p>Count of downloads from website</p>	L&P



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<p>A Hub for Heritage Volunteers</p> <p>Build up a bank of heritage volunteers at Masters House, working with CVA and other heritage volunteer organisations in Ledbury. Masters House and the Heritage Officer act as a 'hub' providing a central contact, access to training, co-ordination of activities.</p> <p>Actively recruit volunteers from the settled migrant communities living in and around the Ledbury area to act as ambassadors for the project and encourage the wider migrant community to use Masters House as a library and as a heritage site.</p> <p>Volunteer role descriptions provide a basis on which to recruit volunteers interested in Ledbury's heritage. These will be developed and agreed in collaboration with the heritage partners in Ledbury (Civic Society, Friends etc) and will enable volunteers with matching skills to be directed to need or for skills to be developed through shared training where need is identified.</p> <p>Volunteer roles include:</p> <ul style="list-style-type: none"> • Research • Archives care • Guiding • Stewarding / events support • Education 	<p>Those already volunteering</p> <p>Older / retired residents of Ledbury</p> <p>Younger residents looking to develop work experience in particular</p> <p>Settled migrant communities</p> <p>Partners:</p> <ul style="list-style-type: none"> • Birmingham Museums Network • Ledbury Voluntary Action • Ledbury Civic Society • Friends of Masters House • Herefordshire Council Heritage Services 	<p>For volunteers:</p> <p><i>Opportunity to develop skills</i></p> <p><i>Enjoyment of working together</i></p> <p><i>Sense of pride in local heritage</i></p> <p><i>Develop confidence</i></p> <p><i>Develop experience in a working environment to contribute to employment</i></p> <p><i>Feel welcome</i></p> <p>For the heritage partners:</p> <p><i>Enables delivery of activity</i></p> <p><i>Sharing skills and experience</i></p> <p><i>Enjoy working to collective aims</i></p> <p><i>Opportunity to connect with and involve the migrant community</i></p>	<p>Heritage Officer time working with CVA</p> <p>County Museums service training resource</p> <p>Partner organisations' time in agreeing volunteer roles</p>	<p>Volunteer expenses: Year 1: £300 Year 2: £300 Year 3: £300</p> <p>Volunteer travel: £500 per year = £1500</p> <p>Volunteer training:</p> <ul style="list-style-type: none"> • Year 1: £1000 • Year 2: £1000 • Year 3: £1000 <p>Advertising: Allow £100 per year</p> <p>Interpreter fees: £900 (assumes 2 days per year based on Herefordshire Language Network costs)</p> <p>IT to support volunteer activity and projects (assumes 4 laptops and office package on all): £2180</p> <p>Social evening for volunteers twice a year: £80 per year = £240</p>	<p>Begin volunteer recruitment following appointment of Heritage Officer and run for lifetime of project</p> <p>Heritage Officer to ensure sustainability of recruitment and co-ordination through work with Friends after funding period</p>	<p>Maintain a bank of 50 active volunteers per year shared between the heritage venues</p> <p>50 volunteers to receive visitor welcome and safeguarding training as basic training requirement</p> <p>A minimum of 5 of these will be aged 25 and under</p> <p>A minimum of 3 of the volunteers will be from the migrant community</p> <p>Volunteer satisfaction and evidence of skills development</p>	<p>Number of active volunteers on database</p> <p>Number of active volunteers aged 25 and under on database</p> <p>Number of active volunteers from settled migrant community on database</p> <p>Annual survey of volunteers with skills audit</p>	P & L



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<p>programme support</p> <ul style="list-style-type: none"> • Interpretation • Translation / interpretation in other languages for tours and written content <p>All volunteers to receive basic training in health and safety and disability awareness to support their roles. All those who may work with children and Young People will receive training in the Safeguarding policy and procedure.</p> <p>Other training for Heritage Officer and volunteer staff in volunteer workforce development training, to be obtained as required through the Birmingham Museums Trust Marches Network, accessed via County Museums Services. Courses available include volunteer management and collections display training.</p>				<p>CRB checks as required: £12 x 50 volunteers = £600</p>				



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<p>Building Capacity of Heritage Organisations</p> <p>Capacity Building and development of Friends of Masters House and of the wider project steering group / working group with a view to ensuring a sustainable future for Masters House and Ledbury's wider heritage.</p> <p>The Heritage Officer (with external advice and support as required) will work with the project steering group / working group to explore and develop its role, capacity and constitutional arrangements. The work will develop the ability to fund raise and to support volunteer management or to maintain a co-ordinator position.</p>	<p>Volunteers</p> <p>Project partners:</p> <ul style="list-style-type: none"> • Friends of Masters House • Ledbury Civic Society • Victoria County History • Town Council • John Masefield Society <p>Local people and visitors to Ledbury</p>	<p>Volunteers:</p> <ul style="list-style-type: none"> • <i>Continuity of volunteering opportunities</i> • <i>Clear structure within which they can work</i> • <i>Opportunity to volunteer across Ledbury's heritage assets</i> <p>Project partners:</p> <ul style="list-style-type: none"> • <i>Shared resources and efficiency through joint working</i> • <i>Improved access to funding</i> <p>Local people and visitors to Ledbury:</p> <ul style="list-style-type: none"> • <i>Masters House and Ledbury's wider heritage continues to be cared for and made accessible</i> 	<p>Heritage officer time to work with project partners</p> <p>External training /advice e.g. in governance</p> <p>Partners time and commitment</p>	<p>Training and external advice to volunteers / project partners: £3000</p>	<p>To begin once Heritage Officer is in post and continue.</p> <p>Target to achieve agreed way of working and establish sustainable long-term management and delivery and fund-raising by year 2</p>	<p>Agreed outcomes achieved e.g. Masters House forward management and delivery established</p> <p>Work with minimum of 2 heritage organisations in Ledbury, to ensure the legacy of the project</p>	<p>Pre and post capacity building evaluation with project partners (based on agree objectives)</p>	<p>L & P</p>



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<p>Managing Masefield at the Masters House</p> <p>This project will develop the skills and capacity of volunteers to:</p> <ul style="list-style-type: none"> Care for and manage the Masefield collection Provide access to the collection for research through working with officers of the John Masefield Society Provide regularly changing displays on Masefield which utilise the collections within Masters House and other Ledbury venues working with heritage partners as required <p>Working alongside the John Masefield Society and Herefordshire Council Archive Service, a group of volunteers will be trained to:</p> <ul style="list-style-type: none"> Work with library / customer services staff to provide access to the archive through appointment on agreed days Ensure the archive is stored and managed properly Develop displays of Masefield material within the library <p>A manual / guide to the Archive will be produced to ensure training of subsequent volunteers and that consistent</p>	<p>Local adults wishing to volunteer</p> <p>Academics / researchers</p> <p>Students</p> <p>Visitors (local or from outside Ledbury)</p> <p>John Masefield Society</p> <p>Partners:</p> <ul style="list-style-type: none"> Other venues in Ledbury e.g. Heritage Centre for shared displays 	<p>For volunteers:</p> <p><i>Develop new skills</i> <i>Develop confidence in dealing with people and in working with archives</i> <i>Enjoy discovering about and then sharing knowledge of Masefield</i> <i>Pride in Ledbury's literary heritage</i> <i>Be able to join Masefield Society</i></p> <p>For academics and students:</p> <p><i>Single point of access to Masefield archives</i> <i>Dedicated service to provide research access</i> <i>Discover Masefield archives within his home town</i></p> <p>Visitors:</p> <p><i>Enjoy discovering another aspect of Ledbury's heritage</i> <i>Be inspired by Masefield's life and work</i> <i>Appreciate what volunteers do to care for this heritage</i></p> <p>For partners:</p> <p><i>Able to share skills and knowledge</i> <i>Pride in local heritage and in their part in celebrating it</i></p>	<p>Heritage Officer time in recruiting volunteers and co-ordinating training</p> <p>HCC Archive Services staff time in supporting / training in archive storage / management</p> <p>John Masefield Society – trustees and volunteer time in liaison and commitment to archive management</p>	<p>Trainer: £1500</p> <p>Volunteer expenses: £50 per year = £150</p> <p>Materials for archive: allowance of £2000</p> <p>Materials for display: Initial display supplied through interpretive budget; allowance for refresh of display on biannual basis - £100 per year - £300</p>	<p>To begin in year 1 and run through the project lifetime</p> <p>Ensure sustainability of volunteer activity post-funding to maintain access to archive</p>	<p>10 volunteers (over 3 years) trained to be able to undertake tasks in archive to manage it and access to it</p> <p>A minimum of 20 requests to access John Masefield Archive per year</p> <p>Visitors understand the story of John Masefield</p> <p>Visitors appreciate access to archives</p>	<p>Numbers of volunteers participating</p> <p>Visitor feedback on displays through regular surveys at MH</p> <p>Pre and post project evaluation with John Masefield School students</p> <p>Annual volunteer survey and skills audit</p>	P & L



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standards are met of archive management and operational procedures for access provision are followed.								



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<p>Discovery Trails</p> <p>The current Ledbury Heritage trail will be revised and updated in partnership with the Civic Society as part of a suite of new Discovery Trails developed for target audiences.</p> <p>Trail 1 – To be led by Civic Society (Historical Group) – update the existing trail with enhanced map and inclusion of Masters House. Target audience – visitors to Ledbury and local adults (generally with interest in heritage / architecture exploration)</p> <p>Trail 2 – Discover St Katherine’s Complex – developed by Masters House volunteers to introduce the complex, St Katherine’s Hall and Chapel. To support tours of / access to St Katherine’s but also setting Masters House within this context.</p> <p>Trails to be available as downloads from the website as well as for sale from Ledbury outlets and venues</p>	<p>Local adults</p> <p>Visitors to the town.</p> <p>Volunteers</p> <p>Partners:</p> <ul style="list-style-type: none"> • Civic Society (lead) • VCH • St Katherine’s 	<p>For local adults: Discover the heritage of <i>their own town</i> <i>Be encouraged to find out more about Ledbury</i></p> <p>For visitors: <i>Discover the wider heritage of Ledbury</i> <i>Enjoy exploring the town with the reassurance of the leaflet to guide exploration</i></p> <p>For volunteers: <i>Learn new skills in research and interpretation</i> <i>Enjoy sharing the story of St Katherine’s and Masters House with others</i> <i>Feel pride in part of Ledbury’s heritage</i></p> <p>For partners: <i>Revitalise existing activity by working with others</i> <i>Opportunity to promote Ledbury’s wider heritage</i> <i>Share knowledge</i> <i>Share pride in Ledbury</i> <i>Develop a resource of value / use to them</i></p>	<p>Heritage Officer and volunteer time to liaise with volunteer group, recruit and plan trail redevelopment.</p> <p>Partners time contributing skills/ knowledge</p> <p>Volunteers time</p>	<p>Trainer in interpretive planning / writing to guide trail development: £1500</p> <p>Illustration / image costs: £1000</p> <p>Translation services for 2 other languages: £100</p> <p>Trail leaflet production costs: £500</p> <p>Trail leaflet production costs for 2 other language versions: £1000</p> <p>Volunteer expenses: £50</p> <p>Graphic design fees: £3900</p>	<p>Develop Trail 1 in year 1 for launch</p> <p>Develop Trail 2 after – proposed for year 2</p>	<p>400 no leaflets sold / picked up</p> <p>5 volunteers from Civic Society engaged in developing Trail 1</p> <p>10 volunteers engaged in developing Trail 2</p>	<p>Numbers of leaflets sold</p> <p>Numbers of participants / volunteers in developing trails</p> <p>Increase in visitor numbers at all sites</p>	L & P



1.2 Project Development activities

Activity	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method of evaluation	HLF aims met
<p>The Story of Masters House</p> <p>Plan and develop community tapestry project for display as a wall hanging in the main hall of Masters House, working with local arts groups. The output should be a creative “timeline” of the key events, developments, people and activities in the life of Masters House and the wider complex.</p> <p>Project will be led by Ledbury CVA and developed under a visual artist with community work experience and with input from volunteers from local arts groups to share their skills.</p> <p>The CVA will initiate community engagement and preliminary work as part of separate funding/ the Masters House tapestry project will build on the engagement they initiate and the skills being developed</p> <p>This integrates with the interpretive proposals to use wall hangings / tapestry, where possible, as graphic treatments.</p>	<p>Older people not currently engaged with Masters House including those from settled migrant community</p> <p>Young people</p> <p>Ledbury Art Society</p> <p>Ledbury Quilters</p> <p>U3A needlework group</p> <p>John Masefield School</p> <p>Ledbury CVA – project lead</p>	<p>For arts volunteers: <i>Opportunity to share skills and knowledge</i> <i>Enjoy creative contribution to heritage</i></p> <p>For older people: <i>Share memories of Masters House</i> <i>Learn new skills / revive old skills</i> <i>Gain confidence in sharing with young people</i></p> <p>For young people: <i>Enjoy sharing / talking with older people</i> <i>Learn new skills</i> <i>Gain confidence</i></p> <p>For partner organisations: <i>Discover the heritage of Masters House</i> <i>Share skills and knowledge</i> <i>Inspire others</i></p>	<p>Heritage Officer time to plan and co-ordinate the project, working with established contacts representing the different groups.</p> <p>Arts group volunteers’ time to participate and share their skills.</p> <p>Specialist workshops run by U3A needlework group to develop skills to input</p>	<p>Artist: 10 days at £220 per day plus expenses = £3000</p> <p>Materials: allowance of £4000</p> <p>Volunteer expenses: £100</p> <p>Travel to support schools: £200</p> <p>Interpreter fees: £ 600 (assumes approx. 4 days)</p> <p>Launch event for hanging of tapestry: £40</p>	<p>Develop in year 1 to hang in Masters House once open</p>	<p>10 young people engaged via John Masefield School</p> <p>10 older people who have not previously been involved in Masters House are engaged</p> <p>5 volunteers from Arts society participate</p> <p>5 volunteers from Quilters Group participate</p> <p>5 volunteers from U3A Needlework Group</p> <p>35 new volunteers to be involved</p>	<p>Numbers participating in project</p> <p>Evaluation with participants at start and end of project to identify learning outcomes</p>	L & P



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<p>Masters House: Access All Areas</p> <p>Continue to offer 'Hard Hat' tours of Masters House, working with the site building contractor, throughout the redevelopment build phase.</p> <p>Tours will be enabled through volunteer tour guides (where possible) working with Speller Metcalfe</p> <p>Tours will require to be booked and will include a welcome talk / introduction to the project held in St Katherine's Hall or the Heritage Centre.</p> <p>From time to time as fits the building programme there will be the opportunity to view any archaeological recording or investigation related to the works.</p> <p>Specific tours to be developed tailored to:</p> <ul style="list-style-type: none"> Schools visits Specialist tours for those with architectural interest Family-orientated tours <p>General interest tours will be offered on Heritage Open Days</p>	<p>Special interest groups including individuals with architectural interest, students of architecture and heritage</p> <p>Local schools / school children</p> <p>Families (local / visiting)</p> <p>Local people generally on HOD:</p> <p>Visitors to Ledbury</p> <p>Partners:</p> <ul style="list-style-type: none"> Friends of MH Civic Society Speller Metcalfe St Katherine's Heritage Centre 	<p>For special interest: <i>Learn more about Masters House and about medieval buildings</i> <i>Feel privileged to experience Masters House in this way</i> <i>Appreciate what is being done to care for this heritage</i></p> <p>For local schools / children: <i>Discover more of their local heritage</i> <i>Be surprised by what Masters House reveals</i> <i>Develop understanding / skills related to curriculum</i> <i>Be excited by a unique opportunity</i></p> <p>For families: <i>Discover more of their local heritage</i> <i>Be surprised by what Masters House reveals</i> <i>Enjoy experiencing heritage in a way that is tailored to their needs</i> <i>Be excited by a unique opportunity</i></p> <p>For local people <i>Discover more of their local heritage</i> <i>Be surprised by what Masters House reveals</i> <i>Be excited by a unique opportunity</i> <i>Appreciate what is being done to care for this heritage and consider participating as a volunteer</i></p>	<p>HCC Heritage services staff prior to Officer appointment then Heritage Officer time to co-ordinate events, liaising with Speller Metcalfe building contractors, and to take bookings</p> <p>Volunteer time to support tours working alongside SM / take bookings</p>	<p>Hall / venue hire (St K / Heritage Centre): £100</p> <p>Publicity: £40</p> <p>Volunteer expenses: £50</p> <p>Interpreter fees: allow £600</p> <p>Travel expenses to support schools: £200</p>	<p>During 18 months of build programme as appropriate to onsite work</p>	<p>12 people per tour experience Masters House</p> <p>4 no schools tours delivered</p> <p>4 no family tours delivered</p> <p>4 no specialist tours delivered</p> <p>3 no HOD tours delivered (assumes building programme will extend to HOD dates)</p> <p>Will be subject to building programme which may constrain access for reasons of Health and Safety at different times</p>	<p>Numbers of participants</p> <p>Post tour feedback to evidence learning, attitude / value, enjoyment, intentions to volunteer / engage further</p>	L



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		<p>For visitors <i>Be surprised by what Masters House reveals</i> <i>Discover an aspect of Ledbury's heritage</i> <i>Appreciate what is being done to care for this heritage</i></p> <p>For partners: <i>Be able to share knowledge and skills</i> <i>Feel pride in sharing their heritage</i> <i>Be proud to contribute to caring for Masters House</i></p>						



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<p>Skills development at the Masters House</p> <p>Offer work placements to students undertaking apprenticeship schemes at Worcester Technological College. These will provide short placements to work with site building contractors Speller Metcalfe on the redevelopment project</p> <p>Provide heritage skills workshops for individuals interested in the heritage crafts / trades being used to conserve / restore MH. These would include:</p> <ul style="list-style-type: none"> • Brickwork and pointing • Carpentry / wood carving • Painted timbers (2 workshops) 	<p>Local young people attending college</p> <p>Life long learners</p> <p>Partners:</p> <ul style="list-style-type: none"> • Speller Metcalfe 	<p>For young people: <i>Practical experience to support training</i></p>	<p>HCC staff time (until Heritage Officer in post) to co-ordinate with Speller Metcalfe to recruit work placements and ensure appropriate H&S and paperwork</p> <p>Heritage Officer / HCC staff time to co-ordinate workshops, publicise, ensure H&S etc</p> <p>Speller Metcalfe building contractor to arrange apprenticeship</p> <p>Helen Hughes to prepare and deliver painted timbers workshops</p>	<p>No costs for training (assumes these are not paid placements)</p> <p>Workshop in Painted</p>	<p>During building phase 2013 / 14</p>	<p>5 placements per year for one to two weeks</p> <p>Minimum of 5 attending each heritage skills brickwork / carpentry workshop</p> <p>Minimum of 10 attending each painted timbers workshops</p>	<p>Numbers of participants</p> <p>Pre and post work placement evaluation to assess skills developed</p> <p>Post workshop evaluation with participants to assess satisfaction, skills developed, enjoyment</p>	<p>P & L</p>



Activity	Audience(s)	Benefits for people	Resources	Cost in project budget	Timetable	Targets and measures of success	Methods of evaluation	HLF aims met
<p>Professional Development at Masters House</p> <p>The Masters House is a unique building with the benefit of a well documented history and now detailed investigation into its materials and construction. The building will provide learning opportunities for architects, conservation architects, craftspeople and planners as part of their continuous professional development.</p> <p>A series of 12 linked CPD events in 3 groups each comprising of 4 separate days with between 5 -10 attendees on each day - they could decide to do one session from each of the three groups (so they see how works progress), or simply attend one CPD event.</p> <p>1. Understanding the frame - before works, set up the project , frame interpretation and research survey methods, what to look for - recognising patterns</p> <p>2. Dismantling the frame - on site repairs, timber framing issues, methods of operating, dismantling, repair decisions and executions</p> <p>3. Re-framing - the process of reconstructing the building, design issues and the repair of secondary fabric/repair techniques</p> <p>Each session would be approx. 1.5 hrs long and generally include:</p>	<p>Professionals within the building conservation field</p> <p>Partners:</p> <ul style="list-style-type: none"> B+H Architects Speller Metcalfe Helen Hughes 	<p>For professionals: <i>Opportunity to learn from a live project</i> <i>Sharing knowledge and skills</i> <i>Develop new knowledge / understanding about a specialist area</i> <i>Gain CPD hours</i></p> <p>For partners: <i>Opportunity to share experience and knowledge</i></p>	<p>Butler & Hegarty staff time to advertise and co-ordinate</p> <p>Helen Hughes – paint conservation – time to prepare and co-ordinate</p>	<p>Advertising: £50</p> <p>Timber frame building trainer fees and materials: £3970</p> <p>Painted timbers trainer fees and materials: £3000</p> <p>Refreshments: £50</p> <p>Hall / venue hire (St K / Heritage Centre): £350</p>	<p>Session 1 – by March 2013</p> <p>Remaining sessions in first year to 18 months of project as fits building programme</p>	<p>97 participants in CPD workshops</p> <p>Learning objectives of course delivered</p> <p>Individuals' learning objectives met</p>	<p>Numbers of bookings</p> <p>Evaluation form (establish individuals' learning objectives at outset and evaluate at end of session / course)</p> <p>Website hits / downloads</p>	<p>1</p>



Activity	Audience(s)	Benefits for people	Resources	Cost in project budget	Timetable	Targets and measures of success	Methods of evaluation	HLF aims met
<p>- a brief intro talk - a general bit about timber framing - then a detailed look at issues on site - discussion</p> <p>A CPD workshop on the conservation of the painted timbers will also be offered covering:</p> <ul style="list-style-type: none"> • Decoration in the 15th and 16th century • Identifying decoration • Identifying colours • Survival of decoration • Options for future conservation / preservation <p>The information drawn together for the above sessions will be made available through the Masters House website to support ongoing lessons learnt and sharing of the knowledge.</p>								



1.3 Project Delivery activities

Activity	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets & measures of success	Method of evaluation	HLF aims met
<p>St Katherine's Square – Guided Tours</p> <p>Train volunteers to run bookable guided tours of Masters House and the St Katherine's medieval hospital complex, (primarily weekends especially linked to weekends when there are events on in the town). Tours will explain the development of the complex, the architecture of Masters House and its changes over time, some of the key people and events / uses associated with Masters House over the centuries.</p> <p>An interpreter will be provided to enable migrant families to enjoy the Masters House experience</p> <p>Training will also support volunteers in welcoming visitors to other heritage venues in Ledbury.</p> <p>Potential to work with the Market Theatre as partner who can source actors to help develop training, for example, for costumed first person / third person interpretation.</p>	<p>Existing volunteers</p> <p>New volunteers – young local people</p> <p>New volunteers – older, retired local people</p> <p>Local people and visitors to Masters House who take a tour including migrant community specifically</p> <p>Partners:</p> <ul style="list-style-type: none"> • Market Theatre • Civic Society • Friends of Masters House • Town Council (Painted Room) • VCH • JMS • Local needlework groups to develop costumes 	<p>For existing volunteers: <i>Develop new or improve existing skills</i> <i>Share knowledge and experience with others</i> <i>Enjoy the opportunity to excite others about local heritage</i></p> <p>New volunteers – young local people: <i>Develop skills and confidence in communication</i> <i>Develop skills and experience of benefit in finding employment</i> <i>Discover more of Ledbury's history</i></p> <p><i>Those on tours including migrant community: Discover the history of Masters House and St Katherine's</i> <i>Feel welcomed in Ledbury</i> <i>Be excited by / inspired by the stories</i> <i>Enjoy the experience of being guided around and entertained</i></p> <p>Partners: <i>Trained volunteers to support their organisation</i> <i>Sharing their skills and knowledge wider</i></p>	<p>Heritage Officer time to recruit volunteers and co-ordinate training opportunities.</p> <p>VCH, Civic Society and Friends time to collaborate with Heritage Officer on briefing notes about Masters House and Ledbury</p> <p>Volunteer time (from needlework groups) to research and make costumes</p>	<p>Volunteer expenses (£50/year): £150</p> <p>Trainer fees and expenses (assumes training from external provide given once a year): Year 1: £1000 Year 2: £1000 Year 3: £1000</p> <p>Costumes: £200 for materials</p> <p>Interpreter(s) for guided tours: £1400</p>	<p>Begin in year 1 once Masters House is opened</p>	<p>10 volunteers (from active bank of 50) trained per year</p> <p>Positive feedback from visitors on tours through evaluation forms at the end of each tour</p> <p>Volunteers identify skills learnt</p> <p>An average of 12 participants per tour</p> <p>A minimum of 20 tours per year</p>	<p>Numbers of participants and tours per year</p> <p>Evaluation with visitors on tours</p> <p>Evaluation with volunteers pre and post training</p>	P & L



Activity	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets & measures of success	Method of evaluation	HLF aims met
<p>Accessing Masters House through Archives</p> <p>Archives research project including volunteer training for a study group to undertake further research into the post Reformation contents of St Katherine's archive at Hereford Cathedral.</p> <p>This will build on work with Ledbury Civic Society (Historical Group) has already begun and also utilise skills and knowledge within VCH.</p> <p>The project focus will be on areas that have received less focus/ cataloguing and would benefit from more research with a view to building a comprehensive resource for Masters House to add to the building investigation and restoration archive being developed (ref B+H work)</p> <p>Training will include:</p> <ul style="list-style-type: none"> • How to use archives for research • Transcribing documents • Creating displays / leaflets / booklet • Develop a history of Masters House <p>Outputs:</p> <ul style="list-style-type: none"> • Transcribed resource for access through MH website and pcs on site 	<p>Local people (including young people) seeking life long learning / skills development opportunities</p> <p>Partners:</p> <ul style="list-style-type: none"> • Civic Society • VCH • Hereford Cathedral • Herefordshire County Council Archives Service <p>Students / academics who can access to research</p> <p>Visitors (virtual / or to site) who can experience the outputs</p>	<p>For volunteers: <i>Develop new skills</i> <i>Gain confidence in using archives</i> <i>Enjoy working together</i> <i>Discover more of Masters House and Ledbury's heritage</i> <i>Contribute to the long term understanding / resource for Masters House</i></p> <p>For partners: <i>Improved access to and use of the archive resources</i> <i>Opportunity to reveal the wider heritage of Masters House</i></p> <p>For students / academics: <i>Improved access to the archives and to resources specific to Masters House</i> <i>Appreciate what volunteers do to care for / make accessible this heritage</i></p> <p>For visitors: <i>Opportunity to access more in-depth information on the story of Masters House</i> <i>Appreciate what volunteers do to care for / make accessible this heritage</i></p>	<p>Heritage Officer time to recruit volunteer and co-ordinate training opportunity with the Cathedral library.</p> <p>Hereford Cathedral archivist time in liaison</p> <p>Civic Society and VCH volunteer time in liaison and in support on skills and knowledge</p> <p>Access to IT (see A Hub for Heritage Volunteers activity) for IT provision)</p>	<p>Trainer: £1500</p> <p>Volunteer expenses for travel: £200 per year = £400</p> <p>Materials (e.g. photocopying, paper / pens): £150</p> <p>Production costs for book / displays: £500 per year = £1000</p> <p>Launch evening for display / book: £50 per year = £100</p>	<p>Begin in year 2 of project to run for 2 years</p>	<p>10 volunteers (from bank of 50) engaged as part of a long term project</p> <p>Successful completion of archive project output</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Transcribed resource available in hard copy and to access through Masters House website and pcs within MH • Book / display to be produced in each year of project 	<p>Numbers of participants per year</p> <p>Skills audit pre and post project</p> <p>Evaluation with participants</p>	<p>P & L</p>



Activity	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets & measures of success	Method of evaluation	HLF aims met
<ul style="list-style-type: none">Book / display (to be agreed by participants) on research to be produced each year of project								



Activity	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets & measures of success	Method of evaluation	HLF aims met
<p>Masefield Matters</p> <p>Connected to the management of Masefield archive, the Masefield Society and volunteers will develop a film with John Masefield School to tell the story of Masefield – who he was, why is the archive here, what did he achieve – and to introduce his work. This may be developed in collaboration with the Amateur Dramatic Society at Market Theatre</p> <p>This project can build on work being developed in Ledbury in 2012 / 13 by Rural Media Company to engage with the community around the theme of Reynard the Fox and the gathering of the community (in preparation for the fox hunt). The project – Life loves to Change – will initiate community consultation and engagement to explore the character (and characters in) the community, encouraging reminiscence. The outputs from Life Loves to Change will be available through Masters House.</p>	<p>Visitors (local or from outside Ledbury)</p> <p>John Masefield Society</p> <p>School children from John Masefield School (year group to be agreed with school as part of project development discussions)</p> <p>Partners:</p> <ul style="list-style-type: none"> Amateur Dramatic Society John Masefield School Rural Media Company (lead partner) 	<p>For volunteers: <i>Develop new skills</i> <i>Enjoy discovering about and then sharing knowledge of Masefield</i> <i>Pride in Ledbury's literary heritage</i></p> <p>Visitors: <i>Enjoy discovering another aspect of Ledbury's heritage</i> <i>Be inspired by Masefield's life and work</i> <i>Appreciate what volunteers do to care for this heritage</i></p> <p>School children: <i>Develop literacy skills</i> <i>Discover more about the person their school is named after and develop pride in him / the school</i> <i>Be inspired to be creative with archive resources</i></p> <p>For partners: <i>Able to share skills and knowledge</i> <i>Pride in local heritage and in their part in celebrating it</i></p>	<p>Heritage Officer time in co-ordinating activity</p> <p>John Masefield Society – trustees and volunteer time in liaison and commitment to archive management</p> <p>Volunteer time</p> <p>John Masefield School staff time in liaison on project and children's time in participation</p>	<p>Professional fees and expenses: £3720</p> <p>Freelance / trainers: £3500</p> <p>Equipment: £2540</p> <p>Materials: £200</p> <p>Travel to support schools: £200</p> <p>Launch event for film: £40</p>	<p>Develop in year 1</p>	<p>5 Masefield volunteers participating in film</p> <p>Minimum of 16 school children participating</p> <p>Positive feedback from visitors about the film</p>	<p>Numbers of volunteers participating</p> <p>Pre and post project evaluation with John Masefield School students and volunteers</p> <p>Visitor feedback in evaluation forms</p>	<p>P & L</p>



Activity	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method of evaluation	HLF aims met
<p>Children at the Masters House</p> <p>Work in partnership with the Children's Centre to design artwork inspired by Ledbury's heritage, countryside and John Masefield's poetry (e.g. Reynard the Fox, The Box of Delights and The Midnight Folk) to be featured on children's library furnishings for example, kinderboxes.</p> <p>The project will run over a six month period with regular sessions to include:</p> <ul style="list-style-type: none"> • Storytelling – extracts of Masefield stories as well as family favourites • Arts activities led by community artist to develop ideas and inspire participants • Support in reading together 	Local families including settled migrant community	<p>For families: <i>Building confidence in reading together / developing literacy</i> <i>Enjoying being creative together</i> <i>Inspired and excited by the stories</i> <i>Recognise / feel pride in Ledbury's people (the adult participants)</i> <i>Feel sense of ownership in / pride in the Library when seeing their own work</i> <i>To develop skills in reading / speaking English (migrant community specifically)</i></p> <p>For the Library: <i>Local input to the service and its spaces</i> <i>Engagement with local families who may not be previous users</i></p> <p>For the Children's centre <i>Opportunity for partnership with Library</i> <i>Project based activity to engage families</i></p>	<p>Heritage Officer time to initiate involvement of partners and plan their inputs.</p> <p>Library services input in design of project and in support for work with Children's Centre. Including support in family reading together</p> <p>Participation of Children's Centre staff in workshops</p>	<p>Storyteller: assume 1.5 days at £250/day plus expenses = £425</p> <p>Community artist: 2 days at £220 / day plus expenses = £500</p> <p>Workshop materials: £100</p> <p>Production of 4 kinderboxes: £1650</p> <p>Interpreter fees: assume 0.5 days per month = £450</p>	Year 1 after Masters House has opened	<p>10 families engaged in and participating over the project of which at least 2 will be from migrant community</p> <p>Successful delivery furnishings</p> <p>Families develop skills together</p>	<p>Numbers of participants</p> <p>Evaluation pre and post project to establish what they have learnt / discovered and level of enjoyment</p>	L & P



Activity	Audience(s)	Benefits for people	Resources	Cost in Project Budget	Timetable	Targets and measures of success	Methods of evaluation	HLF aims met
<p>Partners in Poetry</p> <p>Masters House will be a venue for small workshops, readings, performance and activities with a heritage of Ledbury / Masters House as 'a place of nourishment for mind, body and soul' theme linked to the Ledbury Poetry Festival (June – July every summer) through partnership working with the Poetry Festival organisation.</p> <p>There will be:</p> <ul style="list-style-type: none"> • One children / family-orientated event at Masters House for each festival • One Masefield themed event (target audience may change year on year) • One event / activity as part of year-round schools programme 	<p>Visitors to Ledbury with specific interest in Poetry Festival</p> <p>Local families and children including settled migrant community</p> <p>Local schools</p>	<p>For visitors to Ledbury: <i>Discover / understand the heritage of Ledbury and Masters House specifically</i> <i>Enjoy experiencing Masters House as a creative space</i> <i>Be entertained / inspired by the event</i></p> <p>For local families / children: <i>Discover the heritage of their town and of Masters House</i> <i>Enjoy Masters House as a creative space</i> <i>Be inspired</i> <i>Share in the oral tradition of poetry</i> <i>Develop skills in reading / spoken English (migrant community specifically)</i></p>	<p>Heritage Officer time liaising with Poetry Festival to book rooms etc.</p> <p>Volunteer to support events management</p> <p>Library services staff time to support Heritage Officer in co-ordination</p> <p>Poetry Festival staff / volunteer time in co-ordination</p>	<p>Advertising: £50 per year = £150</p> <p>Volunteer expenses: £50 per year = £150</p> <p>Materials: £200</p> <p>Cost for reader / presenter as required per event: £200 per event = £1200 total</p> <p>Interpreter fees: allow £350</p> <p>Travel to support schools: £400</p>	<p>Planning in the run up to the Festival every June/ July.</p> <p>Runs in year 2 and 3 following a development phase in year 1 through collaboration with Poetry Festival team</p>	<p>30 people per event per year (assumes most will be held in panelled room although larger events could be within St Katherine's Hall)</p> <p>Engagement with at least 5 people / families from migrant community per year</p> <p>1 school engaged per year</p> <p>Delivery of learning outcomes as agreed with schools / festival</p>	<p>Numbers of attendants at the event</p> <p>Positive feedback from event participants</p> <p>Learning outcomes from schools programme (agreed at start and assessed on completion)</p>	L



Activity	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method of evaluation	HLF aims met
<p>Community at Masters House</p> <p>Offer monthly family activities, targeting local families to come and use the library. Sessions will be able to use the library space and the panelled room, the courtyard and when larger space is required, St Katherine's Hall.</p> <p>The activities will be developed to enable families with mixed age groups to participate.</p> <p>These will be based on themes within Ledbury's heritage and would include:</p> <ul style="list-style-type: none"> • A storytelling session • Hands-on activity e.g. arts, music, handling objects • A challenge / quiz encouraging families to work together 	<p>Local families with pre-school children</p> <p>Local families with older children</p> <p>Families from settled migrant community</p> <p>Partners:</p> <ul style="list-style-type: none"> • St Katherine's Hall • Children's Centre 	<p>For local families: <i>Discover Ledbury's heritage together</i> <i>Learn new skills together</i> <i>Build confidence in reading together and in using Masters House</i> <i>Improve communication and team working</i> <i>Enjoy the variety of activities on offer</i> <i>Feel that Masters House is a place for them</i></p> <p>For migrant communities: <i>Encourage development of English language skills</i> <i>Feel welcome</i></p>	<p>Heritage Officer time to plan programme of events.</p> <p>HCC library service staff time to collaborate on programme of events.</p>	<p>Professional fees for activity e.g storyteller: allow £2,500 based on 10 months each year for 2 years with 0.5 days each month</p> <p>Materials: £50 per event = £1000</p> <p>Interpreter fees: £1500</p>	<p>Monthly once Master House is open</p>	<p>25 participants per session</p> <p>Engagement with at least 5 migrant families across year</p> <p>Positive feedback on experience and on skills developed</p> <p>10 new families engaged each year</p>	<p>Numbers of families engaged</p> <p>Numbers of returning families</p> <p>Feedback at end of session on skills learnt, enjoyment, activity</p>	L



Activity	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method of evaluation	HLF aims met
<p>High Days and Holidays at Masters House</p> <p>Heritage-based activities will be available in the panelled room on once a week in the holiday periods (Feb and Oct half term, Easter and Summer). These will be drop-in sessions during half terms and Easter and bookable sessions in the summer holidays when there will be a summer-long themed project to contribute to. For example:</p> <ul style="list-style-type: none"> Feb half term – calligraphy and painting – inspired by the painted phrases in Masters House, learn to create and decorate letters; what message would you want to give to visitors Easter – smells and spells – discovering different uses for plants and herbs in medieval medicine and food through re-enactor demonstration; hands-on with planting (in MH garden or plant own herbs to take home); Summer Holiday – Master builders – contribute to building a scale model of Masters House and discover how timber framed buildings were made and decorated Oct half term – Who's 	<p>Local children including from migrant communities</p> <p>Visiting children NB – children would have to be accompanied by a parent</p> <p>Partners:</p> <ul style="list-style-type: none"> HCC Library services Children's Centre 	<p>For local children: <i>A place to visit during holidays</i> <i>Discovery something different / new about Ledbury's history</i> <i>Enjoy hands-on learning</i> <i>Be excited about history</i> <i>Feel that Masters House is for them / sense of ownership</i> <i>Feel welcomed</i> <i>Develop English language skills through activity together</i></p> <p>For visiting children: <i>Understand something of Ledbury's history</i> <i>Enjoy hands-on learning</i> <i>Be excited about history</i></p> <p>For partners: <i>Engage a younger generation in the heritage of Ledbury</i> <i>Share knowledge / skills</i> <i>Contribute to organisation's aims / objectives through partnership work</i></p>	<p>Heritage Officer and volunteer time to plan and implement activities.</p> <p>Library services staff input as appropriate to programme.</p> <p>Volunteers to support Heritage Officer in planning and to provide support in delivery</p>	<p>Professional fees for demonstrators / re-enactors / storytellers as required: £2500</p> <p>Publicity: £100</p> <p>Materials: £3000</p> <p>Hall hire for St K's as required: £200</p> <p>Interpreters fees: £1500</p>	<p>Events held during half term, Easter and summer holidays; to begin in year 2</p>	<p>20 children per session</p> <p>10 sessions per year</p> <p>Engagement with at least 8 children from migrant communities</p> <p>Positive feedback from session participants through comments form</p>	<p>Numbers of participants per session – counted on drop-ins and in bookings</p> <p>Number of sessions held per year</p> <p>Post session evaluation / feedback</p>	L



Activity	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method of evaluation	HLF aims met
<p>who? Storytelling based on the archives of MH and the people /events recorded; pick a person from MH's past and write / draw your own MH story</p> <p>The Heritage Officer will work with Library services and with partner organisations to plan a programme for each year.</p>								



Activity	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method of evaluation	HLF aims met
<p>Discover Ledbury Events And Masters House Launch</p> <p>For Heritage Open Day weekend in September and one other weekend within the year, Masters House will be the focal point for a heritage festival. This will utilise the car park flexible space, Masters House itself and St Katherine's Hall. Connection will be made to other heritage venues throughout Ledbury.</p> <p>The first event will be a celebration of Masters House a launch event following completion of the building</p> <p>One event per year will be celebration of the hey-day of Masters House and will therefore be a 15th / 16th century living history event to include, for example:</p> <ul style="list-style-type: none"> • Re-enactors throughout the building and carpark reflecting activity on the site of the period • Demonstrations of crafts / foods of the period including building skills relevant to MH • Tours of MH and St Katherine's (and by extension medieval Ledbury) by volunteers • Music in the chapel <p>The other event will be developed around a Masters</p>	<p>Local families including migrant communities</p> <p>Local people</p> <p>Visitors to Ledbury</p> <p>Volunteers</p>	<p>For families: <i>Enjoy experiencing heritage of Ledbury in a variety of ways</i> <i>Discover something new / different about Ledbury</i> <i>Enjoy spending time together</i> <i>Feel proud</i></p> <p>For local people: <i>Feel proud of Ledbury and its heritage</i> <i>Enjoy participating in the activities</i></p> <p>For visitors: <i>Be surprised at what Ledbury can offer</i> <i>Enjoy discovering Ledbury in a different way</i> <i>Be encouraged to visit Ledbury again or stay longer</i></p> <p>For volunteers: <i>Enjoy sharing Masters House and Ledbury's heritage through celebrating its events</i></p>	<p>Heritage Officer time to plan and co-ordinate and deliver</p> <p>Other HCC services to co-ordinate with Heritage Officer e.g. in closure of carpark areas</p> <p>Volunteers to support planning and delivery including as stewards, tour guides etc</p>	<p>Re-enactors / demonstrators: £5000</p> <p>Materials: £1500</p> <p>Publicity: £500</p> <p>Volunteer expenses: £200</p> <p>Hall hire at St K: £250</p> <p>Interpreters fees: £1000</p>	<p>First event (Celebrating Masters House) to be held as launch of Masters House in September 2014 once building is completed.</p> <p>Two events to run per year after that</p>	<p>200 people attend per event</p> <p>2 events planned and delivered per year</p> <p>Positive feedback from participants</p> <p>Evidence of learning about an aspect of Masters House through evaluation form responses</p>	<p>Numbers attending</p> <p>Number of events delivered</p> <p>Feedback / evaluation form</p>	L & P



Activity	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method of evaluation	HLF aims met
<p>House related theme each year e.g.</p> <ul style="list-style-type: none">• Masters House at War (reflecting the use of MH by Ministry of Food) to include re-enactors and demonstrations relating to wartime, displays on Ledbury in WWII, music / dance in St Katherine's• Health and happiness (reflecting St K's care of sick, the doctors' that was in MH) to include demonstrations on medicine through the ages, displays and reminiscence on MH as Drs surgery, tours of St K and MH based on care of poor and sick								



Activity	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method of evaluation	HLF aims met
<p>Midnight Folk at Masters House</p> <p>Offer 'Masters House by night' events:</p> <ul style="list-style-type: none"> • Summer evening tour and talk aimed at local adults (with refreshments e.g. tea, coffee, cakes) • Hallowe'en / ghostly histories aimed at families with storytelling based on Masters House research and tour of masters house by torch-light • Christmas at Masters House (Medieval Christmas traditions / activity / stories) <p>The summer event has the potential to be linked to Museums at Night National Programme held in May.</p>	<p>Local community audiences in particular:</p> <p>Adults / older people – this could include targeting older people who are not engaged through volunteering e.g working with Age UK to bring groups to the summer evening</p> <p>Families</p> <p>Partners:</p> <ul style="list-style-type: none"> • Age UK Ledbury 	<p>For adults / older people: <i>Discovering / remembering Ledbury's heritage through visiting Masters House</i> <i>A social activity</i> <i>Opportunity to reminisce and share</i></p> <p>For families: <i>Enjoyment of a shared (scary) experience</i> <i>Discover history through a fun event</i></p>	<p>Heritage Officer to organise and co-ordinate events</p> <p>Volunteers to provide tours / talks and support event delivery</p> <p>Age UK Ledbury – to liaise on summer events for older people</p>	<p>Publicity: £60</p> <p>Refreshments: £180</p> <p>Travel (for groups brought in): £200</p> <p>Storyteller: £500 – assumes 2 events per year require this</p> <p>Materials: £600</p>	<p>Begin in year 2 and run three per year in year 2 and 3</p>	<p>20 participants per event</p> <p>3 events per year</p> <p>Positive feedback received</p>	<p>Numbers of participants</p> <p>Feedback post event through evaluation form</p>	<p>L</p>



Activity	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method of evaluation	HLF aims met
<p>Masters House – a place to share</p> <p>Masters House as a venue for specialist lectures / programmes on a Ledbury Heritage theme run by partners including, for example:</p> <ul style="list-style-type: none"> • the Civic Society • WEA • U3A <p>These could be provided within the panelled room in the evenings or at daytime (subject to other uses). The use of the venue would include the opportunity for a tour / introduction to Masters House.</p> <p>Encourage volunteers from MH projects to offer talks to these organisations based on the projects they are undertaking.</p>	<p>Local adults</p> <p>Life-long learners</p>	<p>For local adults: <i>Enjoy Masters House as a place for leisure</i> <i>Discover Masters House and its heritage (particularly those two have not engaged with it before)</i> <i>Be encouraged to get involved with Masters House</i></p> <p>For life-long learners: <i>Explore interests in a unusual venue</i> <i>Discover Masters House</i> <i>Be encouraged to get involved with Masters House</i></p> <p>For volunteers: <i>Opportunity to share experiences and discoveries from projects</i> <i>Gain confidence in public speaking</i></p>	<p>Heritage Officer to co-ordinate bookings and to provide access for groups</p> <p>Volunteers to provide talks, to offer tours and to provide support when venue is in use</p>	<p>Volunteer training / support for talks: £500 per year = £1000</p> <p>Volunteer expenses: £100 per year = £200</p> <p>Advertising room availability: £60</p>	<p>Available once Masters House is reopened</p>	<p>10 bookings per year by other organisations to use MH as venue</p> <p>3 volunteer talks from MH projects per year</p> <p>Positive feedback from groups using rooms</p> <p>Positive feedback from talks</p>	<p>Number of bookings made</p> <p>Number of talks given by MH volunteers</p> <p>Evaluation forms sent to all those booking rooms / having talks</p>	L



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<p>Family history at Masters House</p> <p>Masters House as a venue for family history courses run in partnership with</p> <ul style="list-style-type: none"> Herefordshire Council Archives Registrars Service WEA U3A VCH <p>These will be provided within the panelled room in the evenings or at daytime (subject to other uses).</p> <p>The courses will run for 8 weeks and provide an introduction to family history resources and research with training and then opportunity to access online resources within the library. The courses will look at:</p> <ul style="list-style-type: none"> Local resources e.g. using register of births, deaths and marriages Online resources e.g. Ancestry, census etc Supporting resources e.g. archive documents such as wills, Masters House records, using old photographs 	<p>Local adults in particular older people</p> <p>Life-long learners</p> <p>Partners:</p> <ul style="list-style-type: none"> U3A Ledbury Family History Group WEA VCH Registrars Archives 	<p>For local adults: <i>Enjoy Masters House as a place for leisure</i> <i>Discover Masters House and its heritage (particularly those who have not engaged with it before)</i> <i>Develop skills in family history research and want to do more / use the library to do this</i> <i>Be encouraged to get involved with Masters House</i></p> <p>For life-long learners: <i>Explore interests in a unusual venue</i> <i>Discover Masters House</i> <i>Be encouraged to get involved with Masters House</i> <i>Develop new skills</i></p> <p>For partners: <i>Opportunity to share knowledge and skills</i></p>	<p>Heritage Officer to co-ordinate bookings and to provide access for groups</p> <p>Partners' time</p> <p>IT equipment (provided through Interpretation Budget and volunteer resources see Hub for Heritage Volunteers activity, and through Library pcs)</p>	<p>Materials e.g. copies of documents, handouts etc: £200</p>	<p>Available once Masters House is reopened (year 2)</p>	<p>2 courses per year</p> <p>Maximum 10 participants per course</p> <p>Positive feedback from groups attending course</p> <p>Evidence of learning outcomes achieved</p>	<p>Number of bookings made</p> <p>Evaluation forms sent to all those attending courses (and learning outcomes set at start of course)</p>	<p>L</p>



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<p>Ledbury Lives - History</p> <p>This will create a Local History Study package suitable for KS1 and KS2 and with cross-curriculum links to English, art.</p> <p>Focus on compare and contrast of lives then and now in Ledbury / how Ledbury has changed over the centuries through MH as the focus e.g :</p> <ul style="list-style-type: none"> • Medieval 'patient' in St K • Person in St K almshouses today • Person in modern hospital • The Master and his 'job' • Person working at MH in WWII • Person working at MH now <p>Explore within the context of evidence – what do we know from the evidence in the building, in maps and plans, in archives and in objects and in people's memories.</p> <p>Sessions will be offered on Mondays in term time using MH and St K Hall and will include:</p> <ul style="list-style-type: none"> • Tour of St K complex and MH and looking at maps and plans – what was here then and what is here now – how has it changed; how was the building made (use virtual model and 	<p>Local primary school children</p> <p>Partners:</p> <ul style="list-style-type: none"> • Local teachers in developing package • St Katherine's • Civic Society • Friends of Masers House 	<p>For the schoolchildren: <i>Learn about history and the past through their own town</i> <i>Hands-on and active exploration outside the classroom</i> <i>Excite them about history</i> <i>Feel proud of Ledbury and its people</i> <i>Want to show / share with others e.g. parents</i></p> <p>For local teachers: <i>Develop resources of benefit to themselves / their school</i> <i>Pride in contributing</i> <i>Discover more about Ledbury</i></p> <p>For partners: <i>Share their knowledge with others</i> <i>Share Ledbury's heritage with new generations</i></p>	<p>Heritage Officer developing relationship with schools and co-ordinating consultation; Heritage Officer to manage delivery of schools sessions</p> <p>Volunteers and partners to input to resources</p> <p>Volunteers to support delivery of schools sessions</p>	<p>Volunteer training: £1000</p> <p>Professional fees for development and design of materials: £2000</p> <p>Enablers: £2000</p> <p>Production of packs: £1500</p> <p>Materials for use in workshops (handling items, arts materials, copies of archives etc): £200</p> <p>Travel expenses to support schools: £1800</p> <p>Launch of Local History package: £40</p>	<p>To be developed and tested in year 1</p> <p>Delivery begins Year 2</p>	<p>6 school groups booked per year</p> <p>250 children engaged per year (assumes minimum 25 per group visit)</p> <p>Positive feedback from children and teachers</p> <p>Learning outcomes as set out in programme are achieved</p>	<p>Numbers of bookings</p> <p>Numbers of repeat bookings</p> <p>Numbers of children engaged</p> <p>Feedback from teachers re learning outcomes achieved</p>	L



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<p>archive of building restoration)</p> <ul style="list-style-type: none"> Looking at archive sources (use material transcribed and copied by Access through Archives project group) – how do we know about people and events? Objects sessions – looking at what has been found at MH and other sites in Ledbury – what do we know about people and they way they lived? Listening to others – talk by volunteer or listening to oral history reminiscence about people related to MH in 20th / 21st century Creating their Ledbury timeline <p>The pack will include material for the teachers to use pre-visit to provide background as well as post-visit classroom activity.</p> <p>To be downloadable via MH website</p> <p>The package will be developed in consultation with local teachers and piloted with 4 local schools (2 x KS1 and 2x KS2 classes).</p>								



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<p>Ledbury Lives - Literature</p> <p>Work in partnership with the John Masefield School English department to develop a programme of workshops for students at GCSE and A-Level which are appropriate to the curriculum needs and explore the Masefield literary legacy, including:</p> <ul style="list-style-type: none"> World War I poetry and 'letters from the Front' based on Masefield's Great War Masefield and Shakespeare Masefield and Arthurian/Norse legend Masefield's representation of 'Old England' and his resistance to the modernism movement <p>These workshops will be available for schools to book and will be held at Masters House / St Katherine's Hall (depending on numbers) and would include:</p> <ul style="list-style-type: none"> Access to the Masefield archive resources (copies of) to look at the original source, the authors' life / context Talks (live or recorded) from John Masefield Society volunteers Roleplay / readings Discussions and debate 	<p>Local secondary schoolchildren</p> <p>Partners:</p> <ul style="list-style-type: none"> John Masefield School John Masefield Society VCH Herefordshire Council Archive Services 	<p>For school children: <i>Discover more about their local heritage</i> <i>Engage with literature in a different way / through local people</i> <i>Be inspired through learning outside of the classroom</i></p> <p>For the school: <i>Meeting curriculum needs through out of school learning</i> <i>Engaging with local heritage</i></p> <p>For the Masefield Society: <i>Sharing understanding / knowledge of Masefield</i> <i>Exciting others about his work / lives</i> <i>Inspiring people through writing / literature</i></p>	<p>Heritage Officer and volunteers time to arrange workshops and plan school engagement, through liaison with the school English Department.</p> <p>John Masefield School teacher time to help develop the workshops</p> <p>John Masefield Archive volunteers to provide knowledge / resources and support the workshops</p>	<p>Volunteer training: £1000</p> <p>Professional fees for enablers for booked sessions: £2000</p> <p>Professional fees for education specialist to develop resources: £1500</p> <p>Production costs for downloadable resource pack: £1000</p> <p>Advertising / marketing: £50</p> <p>Travel expenses to support schools: £600</p> <p>Launch of each resource: £40 per resource, assumes 4 resource packs = £160</p>	<p>Develop 2 workshops / resources in year 2</p> <p>Develop 2 workshops / resources in year 3</p>	<p>2 workshops created per year</p> <p>30 no children engaged each year</p> <p>5 John Masefield Society volunteers contributing to developing resource / delivering workshops</p> <p>Downloadable resource pack produced</p> <p>Positive feedback from participants / users</p> <p>Learning outcomes are met</p>	<p>Numbers of participants</p> <p>Numbers of volunteers involved</p> <p>Workshops/ resources created</p> <p>Post workshop evaluation on learning outcomes</p> <p>Comments on downloadable resources invited</p>	L



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<p>The workshops could be offered to secondary schools from a wider area once piloted with John Masefield School.</p> <p>They would also be available as classroom resources / study resources online for those unable to take up on site workshops.</p>								



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<p>Community interpretation refresh</p> <p>Enabling the updating a refreshing of Masters House interpretation primarily virtually through the website or within audio-visual presentations / audio content within Masters House. Some update and refresh of interpretive bats and other printed materials where new research reveals new stories to include.</p> <p>This will reflect outcomes of community projects and activities e.g. research and will ensure that there is something new to discover on a regular basis at Masters House</p>	<p>Volunteers</p> <p>All audiences visiting Masters House / the website</p>	<p>Volunteers:</p> <ul style="list-style-type: none"> <i>Opportunity to share research and learning</i> <i>Sense of pride in work and in Masters House</i> <i>Be motivated to continue to take part and share</i> <p>All audiences:</p> <ul style="list-style-type: none"> <i>Feel there is something new to discover at Masters House</i> <i>Want to come back regularly</i> <i>Be excited by the diversity of interpretation at Masters House</i> 	<p>Heritage officer time to co-ordinate and plan with participants</p> <p>Volunteer time</p>	<p>Training for volunteers: £1000</p> <p>Translation services: £300</p> <p>Printed materials / production: £6000</p>	<p>At least twice a year once Masters House is opened</p>	<p>Identified areas of interpretation refreshed / updated twice a year</p> <p>Positive feedback from visitors</p> <p>5 volunteers participate in each refresh</p> <p>Learning objectives achieved for volunteers</p>	<p>Numbers of volunteers involved</p> <p>Volunteer feedback (through skills audit / annual a survey)</p> <p>Annual evaluation from visitors</p>	<p>L & P</p>



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<p>Evaluation</p> <p>Evaluation methods will be embedded in the operations including:</p> <ul style="list-style-type: none"> Obtaining contacts for email evaluation for any booked activity / events Building database through engagement to enable regular evaluation Volunteers delivering activities will be trained to ensure evaluation forms are completed and collected following activities <p>Professional support will be brought in to ensure evaluation is collected and analysed annually</p> <p>Develop partnership with John Masefield School Citizenship team that will enable Year 10s to come and do annual visitor research survey of general visitors to Masters House as part of ongoing evaluation programme.</p>	<p>All audiences engaged through the activity plan</p> <p>Partner:</p> <ul style="list-style-type: none"> John Masefield School 	<p>For volunteers: <i>Understand more about the audience for which they are volunteering</i> <i>Understand how audience values the activities</i></p> <p>For schoolchildren: <i>Develop skills in data collection and analysis</i> <i>Develop confidence in engaging with others</i></p> <p>For partners: <i>Evidence of achieving aims</i> <i>Evidence for funding</i> <i>See that audience values their input</i></p>	<p>Heritage officer time to co-ordinate evaluation programme, design forms and ensure analysis and reporting</p> <p>Volunteer time in support of above</p> <p>Database (cost included in software for heritage officer IT provision)</p>	<p>Materials for survey – printing costs: £200</p> <p>Volunteer training: £1000</p> <p>Professional fees to support evaluation and analysis: £5000</p> <p>Travel to support schools: £400</p>	Ongoing	<p>Quarterly report on:</p> <ul style="list-style-type: none"> Users figures from MH Events / activity attendance Schools bookings Downloads and website hits Qualitative feedback <p>Annual report on MH survey</p>	<p>Counter at door</p> <p>Booking sheets / database for events / activities / education</p> <p>Activity specific evaluation forms using GLOs and profiling data collection</p> <p>Annual general visitor survey</p> <p>Measuring tools built into website e.g. google analytics</p>	