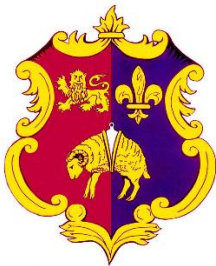


Tavistock Guildhall Gateway Project Heritage Lottery Fund Round Two Application

Activity Plan



Andrew Thompson for Gamble Fearon Partners
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1. Executive Summary

1.1 The Heritage - Tavistock Guildhall

Tavistock is the 'urban jewel' of the Cornwall and West Devon Mining Landscape World Heritage Site (WHS). The Guildhall, which is situated in the town centre, exemplifies how the Dukes of Bedford used their mineral wealth to create an outstanding example of a planned metal mining town with magnificent public buildings. As one of England's earliest examples of a purpose built court and police station, it was a pioneer in the development of the modern police and justice system.

The Guildhall is Listed Grade II* and is on Historic England's Register of Buildings at Risk. It is an important survival of one of the earliest combined police station and courtrooms in England with an exceptionally well-preserved exterior. It is a striking Gothic composition that displays a high level of architectural distinction and successfully conveys the importance of the complex. Trowte's House is a rare survival of a monastic outer court building. Despite limited alterations and changes to the function of some parts of the building by the police, the historic plan form remains clearly readable and the interiors retain a great number of internal features. The Guildhall shares group value with the rich time-depth of other nearby designated assets, the Grade II abbey gatehouse, Grade II Subscription Library and the scheduled medieval remains of Tavistock Abbey.

1.2 Project Vision and Aims

The Guildhall project aims to restore the Guildhall and establish it as the location for a WHS Gateway Centre that will introduce visitors to Tavistock's role in both the WHS and the wider South West mining landscape, including Dartmoor. Through interactive displays users will learn about Tavistock's international heritage significance and be stimulated to explore both the town and other nearby heritage sites, either on their own or by participating in one of the activities provided by the Gateway Centre staff and volunteers. A Police and Magistrates' Museum will interpret and provide public access to the courtroom and cells which will be conserved, as far as possible, in their original condition. These heritage facilities will be managed by the newly formed Tavistock Heritage Trust who will deliver a coordinated, diverse, experiential learning, events and volunteering programme which will enable more people to engage with heritage and visit the town.

Tavistock Town Council will use one part of the building to deliver public services through a 'one-stop-shop' providing friendly and efficient access to council and partner services, including information on health, social services and housing, in a central location. There will be space for town council offices, peripatetic working areas and meeting spaces that are available to the local community, either free or at affordable rates. Evening council meetings will take place in the courtroom and magistrates' retiring room. Siting these services within the Guildhall will give local people the opportunity to engage with their heritage on a day-to-day basis.

Along with the adjoining Tavistock Museum and Subscription Library, the Guildhall will provide Tavistock with a hub of cultural heritage activity. Working in partnership, the Town Council and the Tavistock Heritage Trust will ensure that this magnificent building remains in public ownership and, once again, resumes its place at the centre of community life.

1.3 Consultation and Public Engagement

The Guildhall Project is the result of over 10 years of collaboration involving partners from the public, private and voluntary sectors. It fits within long term strategies for conserving, managing and interpreting Tavistock's heritage which are based on extensive engagement with local stakeholders including community groups, many of whom contributed funds and expertise.

For this Activity Plan the project team conducted detailed consultations with a wide range of organisations and undertook detailed audience analysis. Consultations were designed to obtain consultees' views and ideas on the content of activities and interpretation, to identify potential partners and projects and to refine the project team's understanding of target audiences and their needs. Over 400 people attended consultation events and a public open day including local residents and members of a wide range of community organisations including the History Society, Rotary Club, business organisations and cubs, scouts and school pupils. Meetings were held with a large number of key individuals representing learning, heritage and community groups.

Consultations revealed great enthusiasm for the project, which is reflected in the letters of support accompanying this application. The results of the consultations played an important part in the project team's deliberations. They are reflected across this Activity Plan, for example in the selection of audiences, learning outcomes, activities, and themes for learning and interpretation.

1.4 Project Audiences

Following the analysis of the consultations and the market assessment it was decided that the audiences for the Guildhall project would be:

Current audience

- Special interest groups
- Local/family historians
- Adults

New but relatively easy to reach:

- Schools, with a focus during the delivery phase on those within walking distance.
- Families with children, especially those with children aged 5 to 11.
- Tourists

Target group who are difficult to reach

Young people, especially those at risk offending.

1.5 Activity Plan Objectives

This Activity Plan has five objectives:

1. To communicate to diverse audiences the heritage significance of the WHS (and its wider local setting), Tavistock, and the Guildhall, and to inspire them to discover new places and gain new experiences.
2. To establish a creative programme of activities and events that attracts and stimulates families and other key target audiences.
3. To produce an exciting cross curricular formal learning programme for primary and secondary school students which focuses, in the first instance, on developing a special relationship between local schools and the Guildhall project.
4. To provide opportunities to carry out research and record evidence about Tavistock's World Heritage, focussing on the changing role of the Guildhall complex, policing and justice in the life of the community.

5. To provide people from different backgrounds, including young people at risk of offending, with opportunities for personal development and to develop new skills.

1.6 Learning Outcomes

The Guildhall project's learning outcomes are:

1. Visitors, including tourists, families and school students, will learn why the mining landscape of Cornwall and West Devon is so internationally significant that it is given World Heritage status; many will be inspired to explore other places.
2. Visitors, including tourists, families and school students, will learn how and why the Dukes of Bedford planned Tavistock and created its magnificent architecture.
3. Visitors, including tourists, families and school students, will learn how policing and the justice system has changed since the Victorians.
4. Volunteers from a range of backgrounds will learn new research and oral history recording skills.
5. Volunteer guides and learning and events volunteers will learn how to communicate with a range of audiences.
6. Front of house volunteers in the visitor information service and Guildhall will learn new customer service and retail skills.
7. Tavistock Town Council staff will learn new skills for working on historic buildings.
8. People taking part in capital phase workshops will learn new conservation building skills.
9. People serving apprenticeships in building trades will learn new specialist skills during the building conservation and restoration phase.
10. Local people, including families and school students, will have a better understanding of Tavistock's historic environment and will value it more than previously.

11. Young people, people at risk of offending and others will learn new skills and acquire more confidence through personal development which will enhance their employment opportunities.
12. Visitors, especially families and school students, will have enjoyed taking part in imaginative, participative activities and some will be stimulated to take their interest further.
13. Some local residents, including young people, will be sufficiently interested and inspired by taking part in activities that they will choose to become more involved in managing and conserving Tavistock's heritage, for example by volunteering with Tavistock Heritage Trust or joining a local heritage organisation.

1.7 The Activity Programme

The Activity Plan and Action Plan contain detailed proposals for a programme of formal and informal learning, training and volunteering designed for the target audiences. These include

- Delivering outreach sessions at Tavistock Primary school.
- An in-depth project through the duration of the Guildhall project with a class at Whitchurch Primary school.
- Tavistock Town Tours, a Tavistock College VI Form project delivered to 90 primary school children.
- A co-produced partnership project with the South West Police Heritage Trust and 10 young people at risk of offending.
- Recruiting and training at least 50 volunteers to act as tourism information assistants, stewards, learning and event assistants and tour guides in the Guildhall and the town.
- An oral history project involving volunteer researchers.
- Four family learning days.
- Two conservation building skills workshops.

1.8 Partners

The Activity Plan will be delivered in collaboration with the following partners

South West Police Heritage Trust

Tavistock College

Tavistock Primary School

Whitchurch Primary School

1.9 Staffing and Resources

New posts will be created to deliver this Activity Plan.

A Development Officer, employed by the Tavistock Heritage Trust, will be responsible for managing delivery of this plan, including operational management of the Guildhall Gateway centre and the associated visitor information service.

A freelance Learning and Participation Officer will be responsible for coordinating and/or delivering the formal and informal learning elements of this Activity Plan including the schools' programme, family days, volunteer activities and in-depth projects. They will also be tasked with planning the learning and community events programme which will begin when the Guildhall opens to the public in 2020.

In addition, sessional workers, including a youth worker and oral history mentor, will be commissioned to assist with specific projects.

The overall budget for this Activity Plan is £65,170 (excluding VAT).

2. Where We Are Now - Our Organisation

2.1 Introduction

This section introduces:

- The project vision and aims
- The project partners
- The heritage significance of the Guildhall
- The strategic context within which the project fits and particularly its central role in the development of Tavistock as a World Heritage Site Key Centre.

2.2 Project vision

Tavistock is the ‘urban jewel’ of the Cornwall and West Devon Mining Landscape World Heritage Site (WHS). The Guildhall exemplifies how the Dukes of Bedford used their mineral wealth to create an outstanding example of a planned metal mining town with magnificent public buildings. As one of England’s earliest examples of a purpose built court and police station, it was a pioneer in the development of the modern police and justice system.

The Guildhall is, therefore, a particularly fitting location for a WHS Gateway Centre that will introduce visitors to Tavistock’s role in both the WHS and the wider South West mining landscape, including Dartmoor. Through interactive displays users will learn about Tavistock’s international heritage significance and be stimulated to explore both the town and other nearby heritage sites, either on their own or by participating in one of the activities provided by the Gateway Centre staff and volunteers. A Police and Magistrates’ Museum will interpret and provide public access to the courtroom and cells which will be conserved, as far as possible, in their original condition. These heritage facilities will be managed by the newly formed Tavistock Heritage Trust who will deliver a coordinated, diverse, experiential learning, events and volunteering programme which will enable more people to engage with heritage and visit the town.

Tavistock Town Council will use one part of the building to deliver public services through a ‘one-stop-shop’ providing friendly and efficient access to council and partner services, including information on health, social services and housing, in a central location. There will be space for town council offices, peripatetic working areas and meeting spaces that are available to the local community, either free or at affordable rates. Evening council meetings will take place in the courtroom and magistrates’ retiring room. Siting these services within

the Guildhall will give local people the opportunity to engage with their heritage on a day-to-day basis.

Along with the adjoining Tavistock Museum and Subscription Library, the Guildhall will provide Tavistock with a hub of cultural heritage activity. Working in partnership, the Town Council and the Tavistock Heritage Trust will ensure that this magnificent building remains in public ownership and, once again, resumes its place at the centre of community life.

2.3 Project aims

The project aims:

- To conserve and restore the 'At Risk' Grade II* Guildhall which is of global significance as an attribute of the Tavistock WHS Area's Outstanding Universal Value and of national significance as one of the earliest purpose built combined courtroom/police stations in England.
- To provide physical and intellectual access to the whole of the Guildhall complex, including for people with disabilities.
- To deliver a WHS Gateway Centre where people can learn about Tavistock's place within the cultural mining landscape and be inspired to explore the town, Tamar Valley AONB and Dartmoor National Park.
- To establish a Police and Magistrates' Museum in the original Victorian cells and courtroom where users can explore the changing nature of justice and law and order, from mining boom town to rural community, through the personal stories of those who were involved.
- To set up a visitor information service, run mainly by volunteers and supported by local businesses, which raises awareness and understanding of Tavistock and West Devon as a tourism destination and welcomes and assists visitors on their arrival.
- To stimulate creative and dynamic strategic and operational partnerships between the Tavistock Heritage Trust, Tavistock Town Council and South West Police Heritage Trust, and to foster effective collaborations with other organisations such as the Tamar Valley AONB and Dartmoor National Park.

- To plan and deliver an exciting programme of learning activities, events and interpretation which enables more people of all ages and social backgrounds to engage with Tavistock's heritage, including those who do not usually participate in heritage or are at risk of exclusion e.g. young people.
- To increase opportunities for volunteering across a range of roles (e.g. heritage/visitor information, guided walks, events and learning) within a well planned and supported volunteer management framework.
- To invest in a formal learning programme which utilises the potential of Tavistock's World Heritage and the Guildhall for innovative experiential learning for local primary and secondary school students.
- To increase the skills, knowledge and understanding of heritage management and conservation among the project partners' staff, volunteers, trustees, councillors and audiences/visitors.

2.4 The Project Partners

2.4.1 Tavistock Town Council

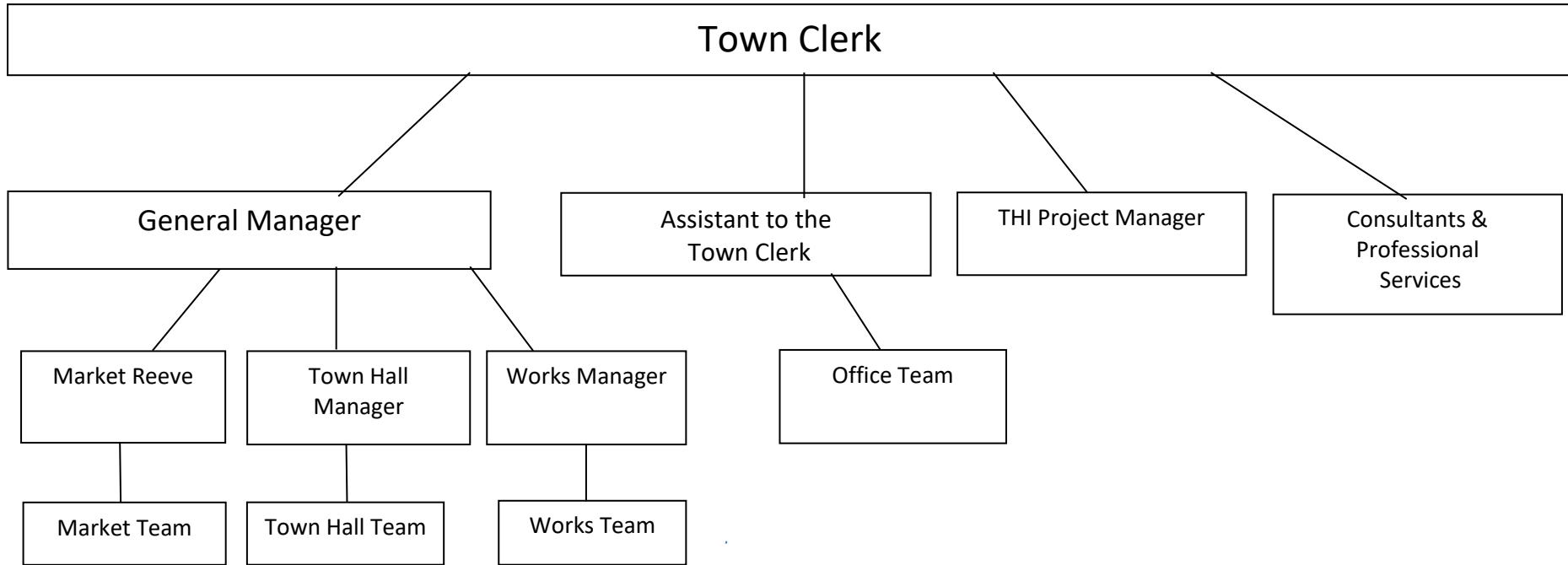
There are further details of the Council's operations in the project Business Plan.

Tavistock Town Council (TTC) has 17 elected Members representing three wards. The Council employs 23 full-time staff, five part-time staff and a casual workforce as required (normally in the Town Hall). They are headed by the Town Clerk who is assisted by five principal officers. In 2015/16 the Council's income from local taxation, rents and services was £1,802,860 and its expenditure was £1,399,020. The precept for 2016/17 is £513,258.

As a third tier authority one of the Council's key roles is to provide a democratic voice for the town by making representations to Devon County Council and West Devon Borough Council on issues such as highways, transport, planning and development control. The Council also provides grants which make substantial contributions to the income of community organisations ranging from the Citizens' Advice Bureau to the local band.

Tavistock Town Council Staffing Structure

As at 7th June 2017



Tavistock is unusual for a parish council in having responsibility for managing and maintaining a substantial portfolio of some 35 properties including the Pannier Market, Town Hall, commercial and residential properties, parks and public spaces, cemeteries, a car park and one area of farmland. These properties are the legacy of the Bedford estate which sold off most of its property in the town in 1911. They include a number of listed buildings and the standing and buried remains of Tavistock abbey which is a Scheduled Monument.

The Town Council owns the Guildhall complex, which it acquired from the Devon Historic Buildings Trust (DHBT) in 2014. DHBT bought the building in 2010 from the Devon and Cornwall Police Authority to whom it was leased back until the police service moved to new premises in 2012. The court closed in 2000. DHBT had obtained planning permission for two thirds of the complex to be converted into residential units as a way of raising funds for urgent repairs to the building fabric and retaining the courtroom and cells for community use. In 2014, following a market testing exercise, DHBT put the property up for sale. The Town Council strongly believed it would be very unfortunate if this important range of buildings became divided into private ownerships and purchased the property. The Council now occupies some office space but the rest of the building is unoccupied and is costing a considerable sum to insure and heat even at a base level.

The Council sees the project as essential to ensure a long term sustainable future for the building without which it will continue to deteriorate. Beyond the project delivery phase the Council will continue to take responsibility for the building's long term maintenance and repair. The Council will run the public service 'one stop shop' and its offices and peripatetic spaces. At present its administrative services are spread across four sites within the town. Relocation to the Guildhall complex would enable these services to be brought together and enable links to be made with other public, voluntary and not-for-profit organisations. These would allow for the coordinated delivery of core community services from a single, central and accessible location.

The Council has also agreed to underwrite the 'heritage offer' which will be delivered and managed by the Tavistock Heritage Trust in accordance with a Memorandum of Understanding. Full details of these operational arrangements can be found in the project Business Plan.

2.4.2 Tavistock Heritage Trust (THT)

There are further details about the Trust's operations in the project Business Plan.

This Activity Plan will be delivered by the Tavistock Heritage Trust (THT) in line with Tavistock Town Council's HLF stage 1 application which stated: 'the intention is to set up a community trust to organise the programme of activities and ensure it has the flexibility to remain relevant and stimulating for local and visiting people.'

THT currently has a shadow board whose remit is to establish the Trust as a legal entity and recruit a full board. It will operate as a Charitable Company Limited by Guarantee which will be constituted on a foundation model i.e. without a wider membership. The appointment of trustees/directors will be based on relevant skills and experience including a sound knowledge and understanding of the local area and its heritage. The Trust will be advised and supported by the Tavistock Heritage Advisory Forum with which it will maintain a close working relationship.

The Trust is being established as the next step towards the longer term goal of organising community led heritage activity in Tavistock along ecomuseum lines which has been a key strategic aim of the WHS and local organisations since 2013. The WHS context for this is discussed in section 2.4 below. The HLF stage 1 application for this project stated that the organisation of heritage activity in the Tavistock area would operate on an ecomuseum principle 'to protect, enhance and promote the heritage of the gateway Centre (i.e. Guildhall), the Town and immediate surrounding area.'¹ The website www.flodden1513.com defines an ecomuseum as "a community driven venture that links together existing and new attractions to help preserve the heritage and traditions of local communities around a central theme.' For the Tavistock ecomuseum the central theme is the town's heritage, the precise definition of which has been left open to allow a range of interpretations at different times and places and among different partners and audiences.

THT was set up by a wider partnership called Tavistock Heritage, which was formed in 2015 by merging two organisations which had been developing parallel strategic approaches to Tavistock's heritage since 2008:

- The Tavistock Townscape Heritage Partnership, an unincorporated partnership of public, private and voluntary sector organisations which was the vehicle for Tavistock's

¹Tavistock World Heritage Site Gateway Centre: Heritage Interpretation, p24.

successful application to HLF's Townscape Heritage Initiative scheme. Over time TTHP also took on additional projects e.g. Heritage Open Days.

- The Tavistock Area World Heritage Site Key Centre Working Group, which was mainly led by officers and heritage professionals with some community representation including Tavistock Forward, the Tavistock & District History Society and Tavistock Museum. The group's main purpose was to progress Key Centre status in accordance with WHS criteria, to which end it commissioned interpretation and learning strategies in 2013.

Tavistock Heritage was formed as an unincorporated partnership which took on all the roles of its two predecessors. Its strength was its diverse membership but an unincorporated partnership is too loose an organisation to deliver complex projects nor can it easily raise and distribute funds, employ staff, freelancers or consultants, recruit volunteers within a professional framework etc. In December 2016 Tavistock Heritage members agreed to act as the advisory forum to THT subject to review in December 2017.

2.5 The Heritage

The set of buildings known collectively as the Guildhall combine Gothic architecture ranging from a survival from Tavistock's medieval abbey to Georgian and Victorian public buildings created by the Dukes of Bedford. It exemplifies the way in which the Dukes invested their mineral wealth in civic architecture which makes Tavistock an outstanding example of 19th century town planning. The building's distinctive and aesthetically harmonious composition, which conveys its importance and the founders' wealth and status, and the exceptional state of preservation make it an attribute of Outstanding Universal Value within the Tavistock area of the Cornish Mining WHS.

At the centre of the complex is Trowte's House, which was named after a post Dissolution tenant but dates from the late 15th century. It was originally located within the abbey's Great Court and probably served as accommodation for secular guests or an abbey official such as the steward. For much of its history Trowte's House was probably flanked by workshops and industrial buildings. In the early 19th century these included a mill on the site now occupied by Tavistock Museum and a hayloft and stables where the Magistrates' Court now stands. In the 1820s the regionally acclaimed architect John Foulston seems to have built a gothic screen across these buildings and restored Trowte's House and the nearby abbey gatehouse. In 1847-8 the 7th Duke's local surveyor and architect, Theophilus Jones, remodelled the buildings behind the façade to construct the Guildhall comprising a new courtroom with six cells and a police station called the bridewell in the basement below, a

magistrate's room in Trowte's House, a fire station and police accommodation. In 1892 two new cells were opened at the back of Trowte's House after the original cells had been flooded.

The development of the Guildhall provides a commentary on the history of policing and the legal system. It reflects the complex interplay between the Russells' attachment to medieval architecture, a national and local climate of reform which led to the professionalisation of policing and the courts and a desire for greater social control over Tavistock which was a mining boom town in the 1840s. The Guildhall was used as a magistrates' court until 2000 and by the police until 2012, making it one of the country's longest serving police stations. The courtroom and the magistrates' robing room remain largely intact and one of the original bridewell cells retains its door with historical graffiti and bed. Fixtures and fittings, including the 1892 cells doors, soundproof tiles in the former interview room and canister holders for pepper spray testify to the changing nature of policing right up to the early 21st century.

The Guildhall is Listed Grade II* by Historic England. It is an important survival of one of the earliest combined police station and courtrooms in England with an exceptionally well-preserved exterior. It is a striking Gothic composition that displays a high level of architectural distinction and successfully conveys the importance of the complex. Trowte's House is a rare survival of a monastic outer court building. Despite limited alterations and changes to the function of some parts of the building by the police, the historic plan form remains clearly readable and the interiors retain a great number of internal features. The Guildhall shares group value with the rich time-depth of other nearby designated assets, the Grade II abbey gatehouse, grade II Subscription Library and the scheduled medieval remains of Tavistock Abbey.

The Guildhall is included on the Heritage at Risk register which states: 'Roof is in very poor condition and fabric in general urgently needs attention.' The building is in priority category D which is defined as 'slow decay, solution agreed but not yet implemented.'

2.6 The Strategic Context

The Guildhall project is the product of many years long term strategic planning by the Cornish Mining WHS, local authorities and community groups. This section summarises the principle strategic and policy priorities determining the project's development.

2.6.1 Corning Mining World Heritage Site Strategies

WHS strategies set out plans for Site wide developments and what is required of participating organisations to meet required UNESCO World Heritage standards across a wide range of areas including asset management and conservation, interpretation and heritage learning. The key documents are:

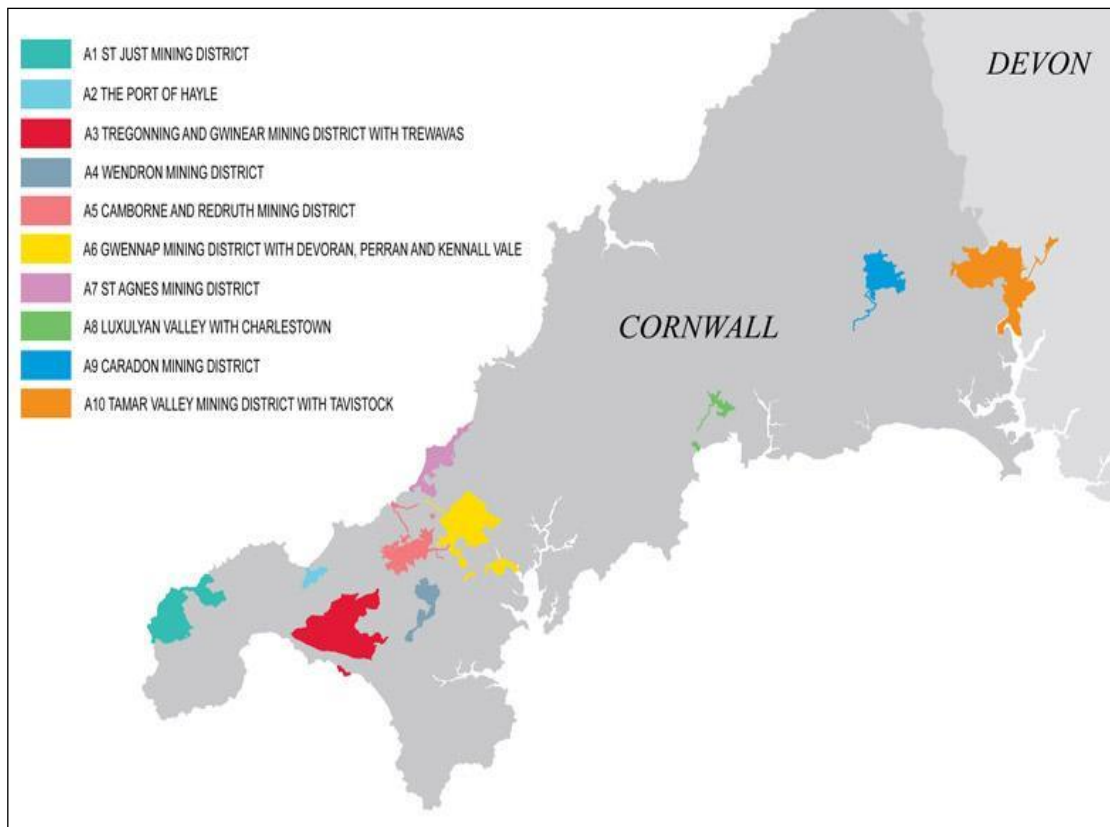
- *WHS Management Plan* which outlines Site wide goals for interpretation, learning and volunteering.
- *WHS Interpretation Strategy* which sets out the required interpretive methodology (including the communication of significance and thematic statements), standards and themes for the whole Site in accordance with UNESCO World Heritage guidelines. It establishes:
 - a) The overarching WHS theme, 'Our mining culture shaped your world' which is derived from the Statement of Outstanding Universal Value.
 - b) Seven key themes which support the overarching theme and within which interpretive themes for each WHS Area, including Tavistock, are required to fit.
- *WHS Learning Strategy* which lays out the framework within which learning strategies for each Area, including Tavistock, are expected to develop.

2.6.2 The Tavistock World Heritage Site Key Centre Assessment, 2012

The Guildhall Gateway project is an essential element in the development of a WHS Key Centre for Tavistock. This is an agreed priority for the WHS Partnership which includes Devon and Cornwall County Councils, West Devon Borough Council, two AONBs and the National Trust.

The Cornish Mining WHS is an unusually complex serial Site comprising 10 separate Areas (see map below). Consequently the *WHS Management Plan 2005-10* identified the need for a hierarchical framework for coordinating interpretation across the Site. This framework was developed in the *WHS Interpretation Strategy (2005)* and consists (in ascending order of importance) of:

- Individual attractions/sites where interpretation reveals their significance.
- Area Centres, which present a theme or themes relating to the WHS Statement of Significance, and Thematic Centres which focus on a single theme e.g. mineralogy.
- Key Centres covering a cluster of Areas. The principal roles of the Key Centres are:
 - a) To explain WHS significance and Site wide themes.
 - b) To signpost visitors to other attractions/centres.
 - c) To act as focal points for education.



Cornwall and West Devon Mining Landscape WHS (© Cornish Mining)

Tavistock is regarded as a potential Key Centre for the eastern part of the WHS. The anticipated Tavistock Key Centre cluster would comprise Luxulyan Valley and Charlestown (Area 8), the Caradon Mining District (Area 9) and Tavistock and the Tamar Valley (Area 10).

The WHS Management Plan 2013-18 states that:

There should be a periodic review of the Key Centre criteria, with a re-evaluation of whether the designated sites continue to meet these, in the context of updating the Interpretation Framework to take account of progress to date and identifying future development priorities. There is a need to examine the role that some towns or communities may have as first points of entry to the WHS, and also to enhance those WHS related sites or attractions recognised in the hierarchy of interpretation but which have not yet received substantial investment.

In 2012 an assessment of Tavistock's potential as a Key Centre concluded that current facilities do not offer interpretation or heritage learning of appropriate scope or depth.

Tavistock museum opens on a seasonal basis and visitor numbers represent a small proportion of total visitors to the town. The museum also lacks the capacity to offer the multiple layers of interpretation required for a Key Centre and its collections and displays have limited appeal for younger users, particularly school groups for whom it does not have a suitable learning space. Tavistock as a whole currently has little guidance or 'signposting' to the nearby WHS and other places to visit including the Dartmoor National Park and the Tamar Valley AONB. The assessment concluded that the principal action needed for Tavistock to qualify as a Key Centre was to secure suitable accommodation which could supplement the museum, host a learning programme and perhaps share the provision of tourism information and other functions. It suggested that the Guildhall, which had recently been acquired by the Devon Historic Buildings Trust, had the potential to be adapted to meet the relevant criteria for Key Centre provision.

2.6.3 Tavistock WHS Key Centre Learning Strategy, 2013

This document, which was based on wide consultation (see section 4 below), concluded that important learning audiences are not catered for and that there is limited partnership working between organisations. It identified '*a need to provide a central focus or point of contact which is clearly marketed and recognisable as the place to find out more about activities and resources*'

2.6.4 Tavistock WHS Key Centre Interpretation Strategy, 2014

The Interpretation Strategy, which was also based on wide consultation, set out a detailed interpretive framework for Tavistock and its Key Centre Area with themes and topics which were integrated into the WHS wide Interpretation Strategy. The Tavistock strategy provides the basis for the learning and interpretation themes for this Activity Plan including the interpretation and orientation displays in the proposed WHS Guildhall Gateway Centre.

The strategy concluded:

To fulfil its role as a Key Centre Tavistock requires an interpretation and visitor centre which would complement and substantially augment existing interpretive facilities within the town and provide an eastern gateway to the WHS.

It recommended the Guildhall as the ideal site for a centre whose 'primary role should be interpretation and orientation' in order:

- To explain WHS status.

- To convey Cornish Mining's Outstanding Universal Vale.
- To demonstrate the significance of Tavistock's World Heritage.
- To signpost the Tamar Valley, Areas 8 and 9 and other sites and attractions within the WHS.

The strategy proposed that the centre's functions should be:

- To act as a focal point for structured self-guided learning and exploring the Tavistock Key Centre Area through interactive exhibitions using innovative interpretation including information technology. The centre should focus on sites and narratives and so complement Tavistock Museum which could concentrate on displays from its collections.
- To provide an all year, all weather facility with opportunities for 'virtual' exploration which would serve to improve physical and intellectual access.
- To provide a learning zone for visiting schools and other groups, with facilities including adequate coat and bag storage, toilets and space to eat packed lunches.
- To support and provide a base for the delivery of heritage activities, events and festivals in Tavistock and the Key Centre Area.
- To provide a focus for training accredited guides and offering awareness training for local tourism providers to act as heritage champions.
- To provide an archive storage and research facility for materials relating to WHS Areas 8, 9 and 10.
- To offer opportunities to involve the local community, volunteers and young people in the WHS and local heritage.
- To provide a visitor information service including accommodation, activities and events.

The strategy also set out the need for an ecomuseum model to coordinate the delivery of community led heritage initiatives in the Tavistock Key Centre Area. It saw the development of the ecomuseum as critical to the achievement of Key Centre status and the delivery of WHS objectives in the Tavistock area.

2.6.5 Local strategies and plans

Tavistock Town Council Strategic & Corporate Services Improvement Plan 2017-18

This new plan contains objectives demonstrating continued strategic support for the Guildhall project.

The Environmental objective commits the Council to *'work to ensure [Tavistock's] heritage is protected and enhanced for present and future generations, including especially those buildings and areas of land for which it is custodian.'*

Economic objective 1.3 states: *'the Council will support the delivery of a Guildhall WHS Gateway Centre and associated uses as a basis for the sustainable public use of this historic complex and development toward Tavistock becoming a WHS 'Key Centre'.*

Tavistock Townscape Heritage Initiative

In 2014 Tavistock Town Council was awarded £980,000 under the HLF Townscape Heritage Initiative for heritage led regeneration works. The Guildhall project will progress in tandem with the THI which includes renovating the nearby Victorian Pannier Market and Butchers' Hall and enhancements to the public realm including Guildhall Square. The conversion of the Guildhall is in synergy with the THI and would build on existing HLF investment to make a significant and long lasting contribution to heritage-led regeneration in Tavistock.

Tavistock Conservation Management Plan 2009

The plan was produced by the Tavistock Townscape Heritage Partnership and endorsed by West Devon Borough Council which is the local planning authority. Strategic Action 1 commits the Council to *'seek ways of promoting Tavistock's role as part of the World Heritage Site, including the improvement of the interpretation and orientation facilities.'*

Plymouth and South West Devon Joint Local Plan (Consultation Version) 2017

Policy TTV20 includes *'Protecting, enhancing and promoting the heritage of the town, particularly the World Heritage Site.'*

2.7 Implications for activity planning

The Guildhall project is the result of over 10 years of collaboration involving partners from the public, private and voluntary sectors. It fits within long term strategies for conserving, managing and interpreting Tavistock's heritage which are based on extensive engagement with local stakeholders including community groups, many of whom contributed funds and expertise.

In particular the project is central to the WHS agenda for West Devon and Cornwall. It is based on strategies written specifically for Tavistock but which must fit within UNESCO's ways of working and standards that are a condition of being granted World Heritage status.

The Tavistock WHS Key Centre Learning and Interpretation Strategies contain detailed recommendations which formed the basis for the Round 1 application. These have been tested and refined through further public consultation.

The central purpose of this Activity Plan is to produce engaging learning and interpretation which reflects what local people have told the project team they want while ensuring that the approaches taken and the results meet World Heritage Site standards.

2.8 The Activity Planning Process

Activity planning has been undertaken by consultants commissioned by Tavistock Town Council. In preparing the plan they were asked to manage public consultations and to initiate projects with potential partners such as the South West Police Heritage Trust and schools. Papers produced by the Activity consultants, including proposed project aims, learning outcomes and outputs, were circulated for comment among the project team. The THT shadow board distributed documents produced for the Mid Term Review to Tavistock Heritage member organisations. The consultants were part of the project team which included the project leader who is the Town Clerk, project manager, business planner, architects, Town Council General Manager and Tavistock Heritage Trust shadow board members.

2.9 Significant Changes Since Round 1

The project has been very significantly improved by changes since the Round 1 application was submitted. These changes have resulted from extensive discussion within the project team, with HLF staff and mentors, and wide public consultation.

The key changes are:

1. Agreement to provide a visitor information service, which was stated as an aspiration at Round 1.
2. Firm agreement to include a Police and Magistrates' Museum and to work in partnership with the South West Police Heritage Trust. This was a tentative proposal at Round 1.
3. Capital programme changes which improve accessibility to the Guildhall and create more space for learning and interpretation.
4. Additional staffing and resources to deliver learning outcomes to target audiences, particularly to local schools.

2.9.1 Tourism Information Service

There was an aspiration in the Round 1 application to include a tourism information facility inside the Guildhall. Consultations have confirmed the importance which tourism businesses continue to attach to opportunities for face to face communication with visitors.

Consequently, it has been recognised that additional space to provide visitor information is required. Therefore, it has been agreed that the Tavistock Heritage Trust should be given access to the former Tourist Information Centre in the neighbouring Court Gate to open a visitor information service with shop which will be staffed primarily by volunteers. This is seen as an essential component of the project. Together with the Guildhall, museum and subscription library its inclusion will enhance the function of this cultural heritage hub in the centre of town - the architectural hotspot for the World Heritage Site. As an attractor of considerable footfall, in the form of an interested audience that will be informed of what to do in the heritage gateway and beyond, it further adds significant value by (a) considerably enhancing the volunteer experience through offering more varied opportunities and (b) by providing enhanced potential of income to THT through retail, for example of maps, guidebooks and appropriate merchandise. There are further details of these arrangements in the Business Plan.

2.9.2. Police and Magistrates' Museum

The Round 1 bid contained a tentative proposal to include a Police and Magistrates' Museum. Since then the Tavistock Heritage Trust and the newly established South West Police Heritage Trust have agreed to work in partnership on key aspects of the Guildhall project's activity and interpretation programme. This includes the SWPHT loaning police artefacts and providing rotational displays in the Guildhall and collaboration on a community oral history project and a project to engage young people in the Guildhall project. A letter of support from the Chair of the South West Police Heritage Trust to the Tavistock Heritage Trust is included in the Guildhall project Business Plan as part of the Round 2 bid documentation.

2.9.3 Capital Programme

There have also been changes to the capital programme, principally the addition of a new external structure containing a lift and disabled toilet. This has created more open space at the top end of the courtroom which can be used for activities and interpretation. The provision of the additional lift will improve accessibility within the building. Enhancements to the back yard to accommodate the lift will also provide a space for children to play and for an outdoor activity/interpretation area which will come into use when the Guildhall is reopened

to the public in 2020. There is an aspiration, which lies outside the scope of the present project, to prove some form of roof cover for this area.

2.9.4 Staffing and resources

The Stage 2 proposals for the activity and learning programme have developed considerably from the outline concept proposals submitted at Round 1 in response to the extensive consultation undertaken. There will need to be a significant increase in the capacity and resources proposed at Round 1 to deliver the Round 2 scheme, and particularly to achieve the learning outputs and targets for formal learning activities and volunteer training.

Following advice given by HLF during the development phase, provision has also been included at Round 2 to subsidise the costs of the Tavistock Heritage Trust's Development Officer. An increase of £58,000 has been included at Stage 2 to fund all these additional costs.

3. Where We Are Now - Heritage Activities

3.1 Introduction

The Tavistock WHS Key Centre Learning and Interpretation Strategies contained audits of existing heritage learning and interpretation activities in the Tavistock Key Centre Area. They have been updated by site visits, email, telephone and face to face discussions. The section concludes by considering the implications for Activity planning for the Guildhall project.

3.2 Tavistock Heritage Activity

This section summarises the main heritage related activity in the town.

3.2.1 Tavistock Museum

The museum, which is located next to the Guildhall, is a registered charity run by trustees and a management committee and staffed entirely by volunteers. It is fully accredited by the Arts Council. Entry is by donation, the museum is open from Easter to October and in 2016 there were over 8000 visitors. The museum is a member of the Cornish Mining Attractions Marketing Association and in recent years has been extensively refurbished with support which included the WHS Discover the Extraordinary project and a Biffa Award.

The museum contains:

- Permanent exhibitions including architectural fragments from the abbey, miners' equipment and a significant mineral collection. Interpretation boards cover the abbey, the stannaries' and early tin working, Sir Francis Drake, the Tavistock Canal, John Taylor, local mines, foundries, and the Bedford cottages.
- Temporary exhibitions organised by community groups or the museum.
- An archive with an extremely important collection of Bedford estate plans and drawings.
- A large collection of photographs under the management of the Local History Society which is running a long term digitisation project.
- A WHS information room with a screen displaying DVDs including Cornish Mining, the Bedford cottages and Tavistock Abbey and leaflets about other WHS sites and Areas. The museum is a WHS Area Centre.

3.2.2 Tavistock Subscription Library

The library is located next to the museum and the Guildhall. It is a registered charity and is run by a committee of trustees who are elected by the membership. The library holds an important reference collection of books and journals about the local area. In recent years the

library has become more engaged with heritage activities in the town, including running a history writing competition for local children and participating in Heritage Open Days.

3.2.3 Tavistock and District Local History Society

The society has some 70+ members and meets monthly for talks in the winter and visits to local historic sites during the summer. The programme is increasingly wide ranging in geographical and chronological scope although the main focus is on Tavistock and West Devon. The society also publishes a number of books written by members including *About Tavistock* which contains a series of themed walks. There are plans to update the book in 2017-18. The society also runs two digitisation projects, one on material held in the museum and the other working on the archive of Ward and Chowan who have served as auctioneers in the town and surrounding area for over 200 years. This year the committee recruited several new members, including officers, who are keen to develop new participative opportunities for members such as local research projects and working with schools.

3.2.4 Robey Trust

The Robey Trust is a charity dedicated to the preservation, restoration, operation and display of steam vehicles and other historic engines, especially items manufactured by Robey & Co Ltd of Lincoln. As well as participating in community events such as Heritage Open Days and the Tavistock heritage Festival, the Trust organises an annual steam fair.

3.2.5 International Tin Conference

In 2016 Tavistock hosted an international conference which was organised to coincide with the 10th anniversary of the World heritage Site and the 25th anniversary of the Dartmoor Tin Research Group. The conference, 'A Celebration of the Tinworking Landscape of Dartmoor in its European Context - Prehistory to the 20th Century', was attended by delegates from across Europe.

3 2.6 The Man Engine

The Man Engine, which was built as part of the WHS tenth anniversary celebrations began its two week pilgrimage from West Devon to Geevor near Lands End, in Tavistock in July 2016. The 10 metre high mechanical giant was operated puppeteers dressed as miners and bal-maidens. According to the project evaluation an estimated 8000 people watched the Man Engine emerge for the first time in public in Bedford Square.

3.2.7 Guided walks

Occasional guided walks are provided by several freelance guides, professional historians and archaeologists and volunteers from the Tavistock and District Local History Society in response to requests from other organisations. Between 2013 and 2016 a regular Friday public walks programme was operated from Easter and October in a joint venture by two local businesses, Moorland Guides and Andrew Thompson Heritage. The regular programme was discontinued in 2017. Both businesses continue to provide occasional public walks but will now focus on marketing to organised groups such as U3As, community and special interest organisations among whom they have developed a considerable following across Devon and Cornwall.

3.2.8 Tavistock Heritage Open Days

Tavistock Heritage Open Days has run since 2013. It is scheduled to coincide with the national event in early September. Tavistock HODs is organised by a wide partnership of community groups led by Tavistock Forward and the History Society. Other participants have included the Subscription Library, Tavistock Museum, Tavistock Town Council, Anglican, Catholic and Free churches, the Bedford Hotel and Mount Kelly independent school. The programme has included guided walks and tours, a children's heritage trail around the town and drop in family activities. The estimated attendance at all events has risen from just over 300 in 2013 to over 500 in 2016.

3.2.9 Tavistock Heritage Festival

The Tavistock Heritage Festival was held each year in the autumn from 2014 to 2016 over the course of four days. It was led by Tavistock Rotary and involved a wide of community groups including Tavistock Museum, Robey Trust, Tavistock Local History Society, Tavistock Forward and the Friends of the Wharf. The wide ranging programme was based on the theme Celebrating 1000 Years of History and included lectures by local and professional historians, guided walks, music, creative writing workshops and re-enactment groups ranging from a medieval monk to the Raggedy Victorians. The estimated attendance was close to 1000 across all events each year.

3.2.10 Other Events

A range of other organisations in Tavistock also put on events and activities which include some heritage element. These include:

- Friends of the Wharf weekly lunch time lectures, which attract audiences of between 80 to 120 people, include many heritage related topics.

- Tavistock Music and Arts Festival.
- St Eustachius' Parish Church which will be commemorating its 700th anniversary in 2018.
- Devonshire Association Tavistock branch speaker meetings
- Tavistock Carnival organised by the Lions which in 2017 will have the theme heritage, myths and legends.
- Annual Goose Fair run by Tavistock Town Council.
- Annual Dickensian evening organised by the Business Improvement District.

3.3 Activity Summary - the Key Centre Area and Western Dartmoor

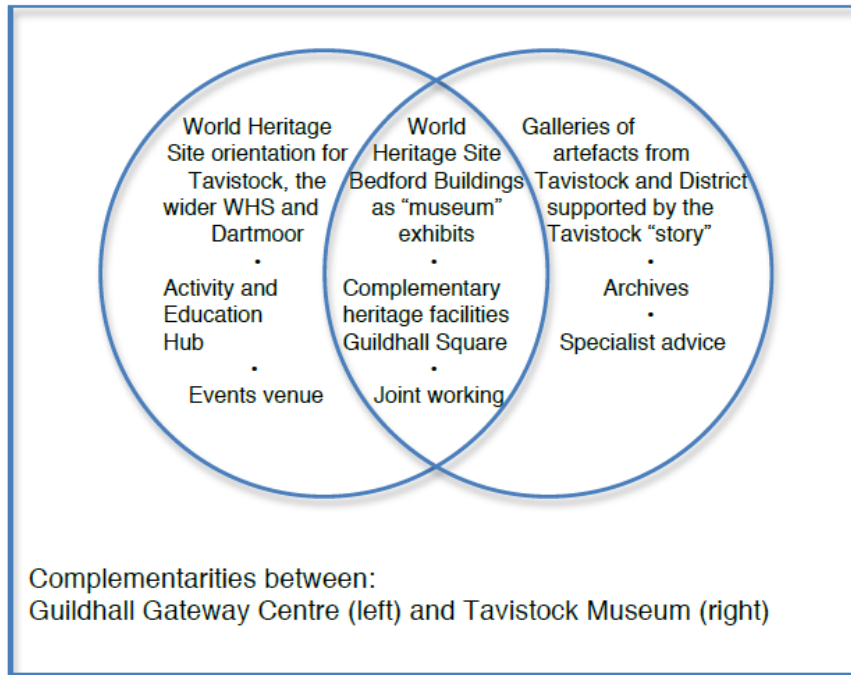
Buckland Abbey	Interactive displays - Drake & Grenville, Tudor life, seafaring & discovery; film; stage settings for role play and storytelling.
Brimpts Farm	Tin mine trail & guide by Dartmoor Tinworking Research Group; display about the Brimpts mines.
Burrator Historic and Natural Environment Project	HLF project including interpretation of prehistoric and industrial archaeology. Now completed. Includes a visitor Discovery Centre.
Callington Museum	Small volunteer run museum with a few local mining artefacts.
Caradon Hill Area Heritage Project	Funded by the HLF. Now completed, it included outdoor interpretation panels, apps & themed walking routes.
Charlestown Shipwreck Museum	Focuses on shipwrecks but also brief introduction to Charles Rashleigh & foundation of Charlestown. Part of site is china clay building & tunnel to quayside. Small display of minerals & mining artefacts
Charlestown	WHS interpretation panels. The WHS website has a downloadable audio trail with information sheet and a downloadable guide <i>Charlestown: Perfect Port for Travelling Back in Time</i> .
Cotehele	Excellent new guidebook on architecture, estate & Edgcumbes. Quay interactive displays on social history of estate and locality including mining. The only stately home in WHS Areas 8, 9 & 10.
Dartmoor National Park Visitor Centres at Haytor,	Displays introducing the moor's cultural and natural heritage. The National Park website has downloadable

Princetown and Postbridge	factsheets on archaeology, history, geology, geography including one on the tin industry.
Dartmoor National Park 'Moor Than Meets the Eye' Project	Supported by the HLF's Landscape Partnership Scheme. Includes substantial investment in interpretation covering all historical periods on the eastern moor from Postbridge to Widecombe.
Drake's Trail	21 mile cycling and walking route Tavistock to Plymouth. Includes Drake's leat, Buckland Abbey and Tavistock Canal to Crowndale where Drake was reputedly born. Downloadable historical information & children's podcast on website.
Kit Hill	Information panel and a leaflet, including mining heritage, which is downloadable from the Cornwall County Council website.
Lawrence House Museum, Launceston	Exhibition on convict transportation to Australia and Launceston, Tasmania, adds another dimension to the story of Cornish emigration.
Liskeard Museum	Information point for WHS Area 9. Focuses on Liskeard area during the 19 th century copper boom. Collection includes silver tray presented to mine manager Peter Clymo by adventurers of Wheal Mary Anne and telescope presented to him by adventurers of West Caradon Mine. Museum aspires to develop its geology collection. Area Centre for Area 9 supporting Minions Heritage Centre.
Luxulyan Valley heritage Restoration Project	Major HLF project currently in Development Phase. Includes extensive conservation and interpretation of the valley's industrial and natural heritage with an activity and volunteering programme.
Luxulyan station	WHS information panels promote a circular walks leaflet jointly produced with Devon and Cornwall Rail Partnership from whose website the leaflet is downloadable.
Lydford Castle & Saxon burgh	English Heritage interpretation boards; downloadable audio tour and further information on the English Heritage website.

Minions Heritage Centre	Located in restored Houseman's Shaft engine house at South Phoenix mine. Interpretation boards & low tech interactives include geology, engine houses, copper mining & the WHS. Area Centre for Area 9 supported by Liskeard Museum.
Morwellham Chapel	Recently renovated. Display boards & video relate the story of Methodism in the Tamar Valley.
Morwellham Quay	Open air museum conserved & reconstructed since 1970s & now privately owned visitor attraction. Tamar port with quays and buildings including Bedford cottages, inn, cooperage, smithy George & Charlotte Mine has underground railway tour giving good insight into mining techniques. Area Centre for A10.
Museum of Dartmoor Life, Okehampton	Permanent displays include mining and quarrying. Recent temporary displays have included Quarry Voices based on oral testimonies from quarry workers in Cornwall & Devon.
Plymouth Museum	Important mineral collections.
Robey Trust, Tavistock	Collection of restored steam traction engines and other working machinery. Located within the Crelake Mine sett.
Tamar Trails Centre & Tamar Valley Trails	The centre has a small interpretation area; it is managed by an outdoor activity provider. WHS panels. Trails for walkers, cyclists & horse riders follow former mineral tramways and railways. Trail leaflet with maps & historical notes which is downloadable from AONB website.
Tamar Valley Centre	Has WHS orientation and information boards.
Wheal Friendship	Identified in the Dartmoor National Park <i>Development Management and Delivery Plan 2013</i> as a site where public access could be improved and provision made for interpretation.
Wheal Martyn	Museum & trails showing china clay processing including waterwheel and flatrod system. Linked to mining in that china clay industry periodically used second hand beam engines. Area Centre for Area 8.
Weir Quay	New interpretation board on mining heritage.

3.4 Implications for Activity Planning

- There is a considerable amount of heritage related activity taking place within Tavistock which reflects and harnesses the enthusiasm of a considerable number of community organisations including many, such as Rotary and the Lions, for whom heritage is not the *raison d'être*. The Guildhall project needs to harness this interest and establish the building as an important facility working in partnership with these community driven events.
- Existing heritage activity in Tavistock is generally fairly traditional (e.g. guided walks and talks/lectures) and caters for a relatively narrow range of audiences. Most activities are focussed on specialist subjects and the needs of organisations rather than being audience driven. Consequently there is limited provision for families with children, young people and non-traditional audiences.
- There is little provision within Tavistock for schools other than that which teachers generate themselves. There is scope for bringing the expertise of groups like the History Society and schools together.
- Given the level of heritage activity already taking place it is important that Guildhall project activity planning complements and does not compete with other organisations' efforts. At the same time, there is scope for a holistic approach to the heritage, both in relating World Heritage to other heritage assets and in linking heritage learning to other artistic and cultural activities. Such a connected cultural offer would increase awareness and local people's engagement with their heritage.
- There is great scope to develop an activity and learning programme which creates new opportunities for existing and new audiences and which focuses on new areas of heritage activity, for example by establishing community research projects, formal learning projects, youth projects and family activities. These are priority areas in this Activity Plan.
- It is important that the Guildhall project's activity and interpretation planning complements and does not compete with Tavistock Museum's existing and planned provision. The Venn diagram below shows the complementarities between the proposed Guildhall Gateway Centre and Tavistock Museum.



- Across the Tavistock Key Centre Area there is a wide range of learning and interpretation activity. Many of the providers are small, often volunteer led and with low marketing budgets. The Guildhall WHS displays have an important role to play in informing people about what activities and sites to visit are available across the Area.
- It is important that interpretation in the Guildhall has a clear set of themes and learning outcomes which do not duplicate those elsewhere and which provide the Guildhall centre with a clear identity.

4. Where We Are Now: Our Audiences

4.1 Introduction

This chapter examines the existing heritage audiences in the Tavistock area and the potential audiences for the Guildhall project. It contains:

- Evidence from previous studies which identifies what is known about existing audiences, including their perceptions of current heritage activities.
- An assessment of the potential market drawing on a range of demographic and audience segmentation data.
- The results of consultations held for the development phase of this project.
- Lessons gained from other organisations.
- A summary of barriers to engagement.

4.2 Current heritage audiences in Tavistock

This section summarises what is known about Tavistock's existing heritage audiences and the results of previous consultations about the Guildhall.

4.2.1 Tavistock World Heritage Learning Strategy 2013

The Learning Strategy was based on consultations with stakeholders, potential funders, partner organisations and audience representatives to establish the barriers to engagement and learning and the opportunities for development.

Existing audiences

The strategy's author conducted an audit of learning provision in the town and across the Tavistock Key Centre Area and concluded that *'there are more activities on offer which appeal to adults and those with prior knowledge than for younger audiences or those who do not have a special interest in mining heritage'* (p13).

The strategy defined the existing principal audiences as:

- Special interest groups
- Family/ local historians
- Adults.

These groups are those who are much more likely to engage with heritage than the population generally.

The strategy also identified the following broad secondary audiences:

- Business/ tourism sector
- Schools
- Families with children
- People with disabilities.

Potential audiences

The Learning Strategy used demographic and economic data, such as the South West Research Company's *Value of Tourism 2011* and Mosaic, to review the potential market. It concluded that 'there is an opportunity to widen the audience reach of existing learning activity to include more people and a wider range of people'.

The following core target audiences were proposed:

- Schools (especially those in the immediate vicinity)
- Teachers
- Families with children
- Tourists.

Additional target audiences suggested were:

- Adult learners
- Young people
- FE/HE groups
- People with disabilities
- Older people
- Special interest groups
- Family historians.

This is a relatively large number of broadly defined groups. During the Guildhall project development phase it became apparent that the number and nature of these potential audiences needed to be reduced and refined.

Consultation - audience perceptions

Consultations included:

- An online survey emailed to 100 contacts representing groups connected with existing and proposed target audiences.

- Telephone and face to face interviews with representatives of 26 learning providers and heritage organisations across the Tavistock Key Centre Area and the Dartmoor National Park.
- Discussion with 16 teachers and head teachers.

The main findings from **formal education organisations/providers** were that:

- 80% of those surveyed said they valued the town's heritage 'very much' and a further 20% replied 'somewhat'.
- 70% of respondents said they valued local mining heritage 'very much' and the other 30% replied 'somewhat'.
- The majority of survey respondents had participated in activities or used resources which support WHS heritage learning and 86% rated their experience as interesting and enjoyable.
- The main obstacles to heritage learning are the cost of transport plus time constraints and lack of awareness of the opportunities.
- There is a need for free/low cost activities linked to the new national curriculum and catering for a range of abilities and learning styles.
- There is demand for outreach activities and downloadable resources such as teachers' packs, outreach sessions in school, loan boxes, interactive materials for use on white boards and websites with interactive tours and learning activities.
- There is demand for packaged activities and site visits offering practical experiential learning including arts events with local heritage themes (including painting, music, dance and drama). These could include combined visits to Tavistock and other sites such as Cotehele, the Tamar Valley AONB and Dartmoor National Park; discovery trails around Tavistock and other WHS sites and living history events recreating the story of Cornish mining.
- More traditional learning and interpretation, such as static exhibitions and interpretation panels, guide books and guided tours, are not so popular.

Among **informal learners**:

- 83% of respondents said they valued the heritage of Tavistock 'very much', 14% replied 'somewhat' and 3% were neutral.
- 69% of respondents said they valued local mining heritage of Tavistock 'very much', 28% replied 'somewhat' and 3% were neutral.

- 92% of people who completed the survey said that they would like to find out more about the mining heritage of Tavistock and the surrounding area and were keen to be involved.
- The main barriers to engagement cited are lack of time and awareness.
- There is demand for resources and activities which connect sites and offer a 'package' of experiences including maps, self-guided trails and guided tours within and between sites.
- More traditional learning and interpretation remains very popular and there is considerable opportunity to expand the provision of exhibitions, interpretation panels and guide books.
- There is far less interest than among formal providers in web based resources other than as information sources, for example about places to visit or access to downloadable maps and guides.

4.2.2 Tavistock Museum

Tavistock Museum collects visitor numbers from entries in the visitors' book. In 2016 there were 8273 visitors during the 210 days when the museum was open between 27 March and 31 October. The busiest day was Saturday and the least busy days were Monday and Friday.

The museum collects information about its visitors using a survey form which is a modified version of that developed by the Devon Museums Group. In 2016 296 forms were completed which was approximately twice the number the previous year.

The age distribution of visitors was:

Under 18	13%
19-24	5%
25-34	8%
35-55	23%
55+	50%

Visitors' place of residence were:

Within 30 minutes drive	26%
Elsewhere in Devon	12%
Elsewhere in UK	52%
Overseas	10%

62% visited with family and an additional 13% with friends.

The reasons for visiting were:

Interest in local history	43%
Interested in finding out more about the town	22%
Museum looked interesting / curiosity	18%
Finding something to do	6%
Specific WHS / mining interest	4%
Current exhibitions	4%
Getting shelter from the rain	3%

The results show that the museum's visitors tend to be older adults visiting with family or friends with over half being resident outside Devon. Two third visited because of an interest in local history or finding out more about the town.

The museum secretary reported that there no significant changes in the results compared to the previous year although the response rate was 50% lower in 2015.

A geographical analysis of 4313 visitors' post codes in the visitors' book in 2009² showed a similar pattern to the 2016 visitor survey.

Tavistock	18%
Plymouth	12%
Rest of Devon	12%
All Devon	42%
Other UK	49%
Overseas	7%
No response	2%

Overall, it would appear that the profile of museum visitors broadly corresponds with the main existing audiences identified in the *Tavistock WHS Key Centre Learning Strategy*.

4.2.3 Tavistock Heritage Events

Heritage Open Days and the Tavistock Heritage Festival do not collect detailed visitor information. During Heritage Open Days visitor sheets are left in venues but the return rate is

² Courtesy of A. Mettler and cited in the Tavistock WHS Key Centre Area Interpretation Strategy 2014.

extremely low. There is anecdotal evidence to suggest that the overwhelming majority of the audience are local people but also that a minority of attendees travel from as far as north and east Devon and east Cornwall specifically for the event which is publicised through the national Heritage Open Days website. The overwhelming majority of participants have been observed to be adults. The programme is scheduled in order to attract people by providing enough to do for a whole day

4.2.4 Previous consultations about the Guildhall

In 2011 the Devon Historic Buildings Trust undertook a public consultation event about potential uses for the Guildhall for an Architectural Heritage Fund (AHF) Options Appraisal. The results showed wide support for combining public, arts and local business services in a hybrid Heritage Gateway. The report concluded: *'This complex could educate and inform locals and visitors alike about their built and landscape heritage, and the stories of people within them, whilst allowing them open access to the courtroom and cells'*.

4.3 Current Audiences - Implications for Activity Planning

- Research for the Tavistock Learning Strategy suggests that the current heritage audiences in the area are adults and special interest groups. The museum data also shows that visitors, over half of whom are tourists, are also predominantly older adults. Appealing to more people and from a wider range of ages and backgrounds must be a priority for Activity planning.
- The Learning Strategy revealed strong interest in the area's heritage, including mining heritage, so there is considerable potential to develop new audiences.
- Representatives from the formal learning sector have emphasised the importance to them of experiential learning linked to the National Curriculum delivered through outreach, downloadable resources and packaged site visits.
- Informal learners tend to prefer more traditional forms of learning, such as guide books and guided tours.

4.4 Market Assessment

4.4.1 Introduction

This section examines the market context within which the Guildhall will have to operate. It analyses:

- The economies of Tavistock and West Devon.
- Area Profiles which look at the audience for culture and heritage in three catchment areas.
- The local tourist economy.
- The education sector.

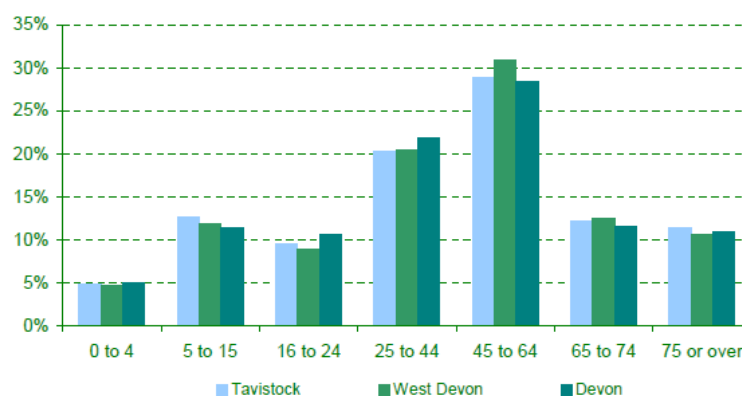
4.4.2 Tavistock

Tavistock is a market town and service centre with a population of almost 12,500.³ It is surrounded by a large rural hinterland with small settlements that extends into the Tamar Valley AONB to the west and the Dartmoor National Park to the east.

Between 2001 and 2011 Tavistock’s population grew by 11.5 %, which was slightly faster than for West Devon, which increased by 9.6%, and nearly double the rate for Devon as a whole which was 5.9%. The population is projected to grow further and space is allocated in the draft Plymouth and South West Devon Joint Local Plan for building an additional 893 homes. Tavistock’s age structure is in line with the rest of the county.

Devon County Council Census 2011.
(Note: figures are for the electoral division)

All residents	0 to 4	5 to 15	16 to 24	25 to 44	45 to 64	65 to 74	75 or over	Change 2001-11	Mean age
Tavistock	700	1,700	1,300	2,800	4,000	1,700	1,600	1,400	44
%	5%	13%	10%	20%	29%	12%	11%	11%	
West Devon	5%	12%	9%	21%	31%	12%	11%	10%	45
Devon	5%	11%	11%	22%	28%	12%	11%	6%	44



³ Plymouth and South West Devon Joint Local Plan Consultation Version, 2017.

Tavistock's population is relatively highly skilled and well educated.⁴ At the 2011 census the town contained a higher proportion of people in higher and lower managerial grades (35%) than the county or national average (both 31.3%). There were also more people with qualifications at NVQ level 4 and above (31%) than in Devon (27.8%) or nationally (27.4%). The Tavistock area ranks in the middle of the English Index of Multiple Deprivation with the barriers to housing and services, crime and education domains showing below average deprivation levels.

The distribution of employment reflects Tavistock's position as the largest town in West Devon, commercial centre and provider of services. In 2011 the largest employment sectors as a % of all employees were⁵:

Retail	22.1%
Education	17.4%
Health	13.0%
Accommodation	9.1%
& food	
Arts, entertainment	5.7%
& recreation	
Public administration	4.6%
Construction	4.5%

Tavistock's economic outlook is also closely related to that of Plymouth which is 15 miles to the south. In 2012 18% of people living in West Devon worked in the city and the vast majority of these commuted from the Tavistock area.⁶ Establishing a rail link between Tavistock and the city has been included in various local plans over the last two decades. Plymouth is important as a source of employment and a market for Tavistock goods and services. This leaves the town vulnerable to economic shocks and public sector employment cuts in the city, which historically has been ranked as having very low economic resilience, with little prospect of this gap being made up in the short and medium term through private sector growth.

⁴ All figures in this paragraph are taken from the Devon Joint Strategic Needs Assessment Community Profile for E02004233, 2016.

⁵ Devon County Council, Tavistock updated profile, 2012.

⁶ SERIO, Tavistock Townscape Heritage Initiative bid to the Heritage Lottery Fund Case for Intervention, 2012.

Most available data about employment patterns and economic performance applies to West Devon as a whole. However, the *Tavistock Town Benchmarking Report 2017* commissioned by West Devon Borough Council provides insights into Tavistock's town centre economy and the immediate context within which the Guildhall centre will be operating. The report was based on surveys of local businesses and town centre users and compared Tavistock to the national Small Town average. A Small Town is defined in the report as one having fewer than 250 business units.

It was reported that:

- Independent shops are the core of Tavistock's town centre economy. 67% of the A1 Shops are unique to the town, which is 1% higher than the national average and 9% higher than the South West average. (A1 shops are defined as shops, retail warehouses, hairdressers, undertakers, travel and ticket agencies, post offices, pet shops, sandwich bars, showrooms, domestic hire shops, dry cleaners, funeral directors and internet cafes).
- 8% of the ground floor units were vacant, which was the same as the national Small Towns average. This was 1% higher than that revealed by the previous benchmarking study in 2014.
- Customer spend was generally in line with the national Small Towns averages. 31% of town centre users spent between £10.01-and £20 on a normal visit to Tavistock.
- The number of market traders recorded on 20 January 2017 was 58, of whom the majority were in the Pannier Market. This was significantly higher than the national average of 14. However, it was well below the 98 traders counted in 2014.

Among the positive characteristics of Tavistock town centre the report identified:

- A high footfall on market and non-market days. The non-market day footfall of 194 was considerably higher than the national figure of 99 and the 98 people counted in the Tavistock 2014 benchmarking evaluation. The market day footfall of 200 persons per ten minutes was much higher than the national average of 111 and close to the Tavistock figure of 205 in 2014.
- 89% of town centre users recommended a visit, which was considerably higher than the national average of 65%.
- 75% of town centre users rated physical appearance (75%) as a positive aspect of Tavistock, which was noticeably higher than the national (45%) and regional (55%) averages.

- Markets were rated as a positive aspect of Tavistock by 68% of town centre users, which was 38% higher than the national average.
- Overall, on the market day 18% of all car parking provision was vacant, lower than the national (24%) and regional (22%) and 8% lower than in 2014. The non-market day vacancy rate of 34% was 1% lower than the national and regional numbers and much lower than the 2014 figure of 55%.
- Businesses reported that positive aspects of trading in Tavistock included potential local customers, the town's physical appearance and prosperity and potential tourist customers. 48% of businesses saw potential tourist customers as a benefit which was 22% above the national Small Towns average.

Benchmarking also highlighted areas of weakness or concern:

- 55% of businesses reported that turnover had fallen in the previous 12 months. This was considerably higher than the national (32%) and regional (32%) averages and the Tavistock figure of 33% in 2014. Moreover, over half of businesses expected turnover to fall during the next 12 months, 31% more than in 2014 and 26% higher than the National Small Towns average.
- 53% of businesses reported decreased profitability. This was 19% higher than the national Small Towns average and a 15% increase on the 2014 Tavistock evaluation.
- Businesses identified negative aspects of operating in Tavistock as including the number of vacant units, high rental values/property costs and competition from the internet.
- Among town centre users 43% stated that the retail offer was a negative aspect of Tavistock and qualitative feedback reflected this with specific references to the need to reduce the number of charity shops and improve the provision of children's goods. 42% felt car parking was a negative with qualitative responses suggesting cheaper parking.

Tavistock is broadly in line with the national Small Towns averages in the proportion of independent shops, vacancy rates and customer spend. Footfall is strong, both town centre users and businesses rate the physical appearance highly and businesses see the potential tourist market as important. However, businesses are performing less well than in 2014 and below the national and regional averages. A majority report falling turnover and profitability and expect this trend to continue. Notwithstanding the town's appeal and strengths, this suggests that Tavistock, like many small market towns, is facing significant economic challenges.

4.4.3 West Devon

This section is based on the West Devon area profile produced by SERIO and Ekosgen for Devon County Council in 2014. It is available at www.devonomics.info/documents/area-profile-west-devon. The analysis has been updated by using the Office of National Statistics annual survey data for 2015 and 2016 which informs the area labour market profile below and is available online at www.nomisweb.co.uk.

West Devon Labour Market Profile
(% figures are for people aged 16-64)

Category	West Devon	Devon	England
Population 2015	54,400	773,100	54,786,300
Population 16-64	58.1%	59.9%	64.0%
Economic activity (Jan - Dec 2016)	79.9%	77.4%	78.1%
Self-employment (Jan - Dec 2016)	15.1%	14.1%	10.8%
Unemployment (Jan - Dec 2016)	3.2%	4.8%	4.8%
Jobs density (2015)	0.77	0.90	0.84
Part time employees as % of all employees (excludes farm based agriculture)	37.5%	35.2%	30.5%
Earnings by place of work - full time workers' gross weekly pay (2016)	£431.80	£477.10	£544.20
Earnings by place of residence - full time workers' gross weekly pay (2016)	£482.30	£484.50	£544.70
Businesses up to 9 employees	91.3%	89.3%	Not given

(Source: Office of National Statistics))

West Devon is the county's largest district. Almost half its area of 1160 km² falls inside the boundary of the Dartmoor National Park and 97% of land is designated as green space. West Devon is classified by DEFRA as a Rural-80 local authority which means that over 80% of its population of some 54,400 people live in rural settlements or larger market towns.

The area is sparsely inhabited with a low population density of 0.5 people per hectare which is considerably below the English average of 4.1. There are two main towns, Tavistock and Okehampton.

West Devon has a small working age population but a relatively high level of economic activity due to low unemployment and a self-employment rate of 15.1% which is 40% above the national average. Where residents are inactive the main reasons are long term sickness (31.2%) and retirement (36.3%). The population has a strong skills profile and residents are more qualified at all NVQ levels than the national average. 62.4% of residents are qualified to NVQ Level 3 or above compared to 58.6% in Devon and 56.7% in England. Employment by occupation generally reflects the national picture. The main exceptions are that directors, managers and senior officials are over represented (13.9%) against the national average (10.9%) and professional occupations (17.4%) are underrepresented an average 20.4% countrywide.

Main West Devon Employee Jobs by Industry (2015)
(Excludes farm based agriculture)

Industry	West Devon	Devon	England
Wholesale and retail	18.8%	18.7%	15.9%
Accommodation and food	14.1%	9.0%	7.1%
Human health and social work	14.1%	14.8%	12.8%
Education	9.4%	9.0%	9.3%
Manufacturing	7.8%	8.1%	8.2%
Construction	5.6%	5.8%	4.5%
Transport and storage	5.6%	4.5%	4.8%

(Source: Office of National Statistics))

West Devon's economy is relatively undiversified with over 50% of employee jobs provided by just five industries headed by wholesale and retail. The importance of accommodation and food reflects the inclusion of the Dartmoor National Park within the district's boundaries and the strength of the visitor economy which also contributes to the retail sector. While manufacturing as a whole provides average levels of employment, the manufacture of food

products is highly represented due to the presence of several large companies such as Ambrosia. A considerable proportion of the employment in the health and social care sector is in residential care activities due to the high proportion of residents aged 65 and over. Economic sectors which are significantly under represented are administrative and support services, which account for 3.1% of jobs compared to 6.5% in Devon and 9.1% nationally, and professional, scientific and technical services which provide 5% of employment as against 6.8% in Devon and 8.7% in England.

Agriculture is also an important part of the West Devon economy. The sector employs a large number of people, many of whom are self-employed and therefore not always captured by standard data sets such as the ONS annual surveys. Dairying and upland livestock farming are particularly important and there are also strong links between agricultural activity in the area and food processing/supply chains. The Tavistock Market Town Area (TMTA) includes nearly two thirds of West Devon's population and comprises the town plus the settlements of Lydford and Bridestowe to the north, Princetown to the east, Gulworthy and Lamerton to the west and Horrabridge and Yelverton to the south. Within the TMTA agriculture accounts for some 17% of the business stock.⁷ Farms are vulnerable both to unexpected and potentially catastrophic events, such as Foot and Mouth and Bovine TB, and to the more general long term pressures that have created falling revenues and productivity nationally and especially for dairy and upland livestock farming.

The sectoral composition of West Devon's economy contributes towards significant structural weaknesses. Most local businesses are small with over 90% employing fewer than 10 people. The high proportion of self-employed people and micro businesses can be interpreted as indicating a strong entrepreneurial culture and economic resilience. The dominance of small employers means that the economy should be less vulnerable to the impact of business closures which can be severe in areas with high dependence on single employers. However, research for Tavistock Town Council⁸ found anecdotal evidence that strongly suggests that a relatively large number of businesses in the area are what can be termed 'lifestyle' businesses which add little economic value and tend to have little ambition to grow.

There is also generally a direct relationship between business size and the resources and willingness to invest in staff training and capital (including premises and equipment) which

⁷ SERIO, Tavistock Townscape Heritage Initiative bid to the Heritage Lottery Fund Case for Intervention, 2012.

⁸ SERIO, Tavistock Townscape Heritage Initiative bid to the Heritage Lottery Fund Case for Intervention (2012)

impacts significantly on productivity levels. This is compounded by the fact that key economic sectors such as tourism and agriculture contribute little to added value. Consequently productivity in West Devon is low. The district has the third lowest productivity levels in Devon and real added value per employee is just 78% of the national average. Although it is one of only three areas in Devon where productivity is expected to improve, by 2025 it is only expected to reach 79% of the national figure.

Workplace wages in the district are exceptionally low with full time gross weekly earnings averaging £431.80 which is just under 80% of the national average. Consequently many people travel outside the district to access higher paid employment. The number of commuters to Plymouth, Exeter and East Cornwall leaves the district vulnerable to external economic stresses such as continued reductions in public sector jobs due to funding cuts.

On composite headline indicators of deprivation, West Devon is mid-ranking in terms of performance. On the overall Index of Multiple Deprivation, it is identified as the 141st most deprived out of 326 local authorities. However, there are pockets of deprivation and the individual domains of Barriers to Housing and Services and the Living Environment show almost above and above average levels of deprivation respectively.⁹

Despite these weaknesses, the growth forecasts for West Devon up to 2025 are positive and slightly exceed the national average. Employment is predicted to rise by 7.7% creating an additional 1500 jobs including in construction, accommodation and food and business and finance. Real added value is set to grow by 29% or £171 million. However, it is important to note that these forecasts were made before the likely impact of Brexit on the local economy could be assessed.

4.4.4 Area Profiles

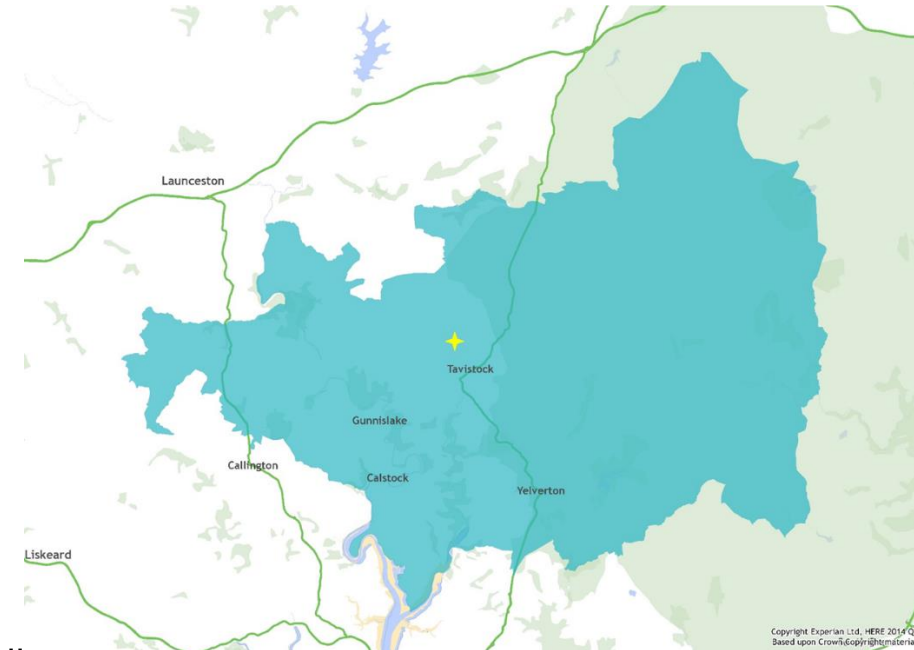
A useful method for planning marketing and audience engagement activities is to analyse catchment areas defined by drive time to a site. The Audience Agency produce Area Profiles for arts and cultural organisations which provide demographic and audience segmentation data for a target area based on a range of sources. Three Area Profile reports were commissioned for the Guildhall project.

The Tavistock catchment covers the town and its hinterland. The area contains part of rural West Devon including Yelverton and western Dartmoor and extends into East Cornwall

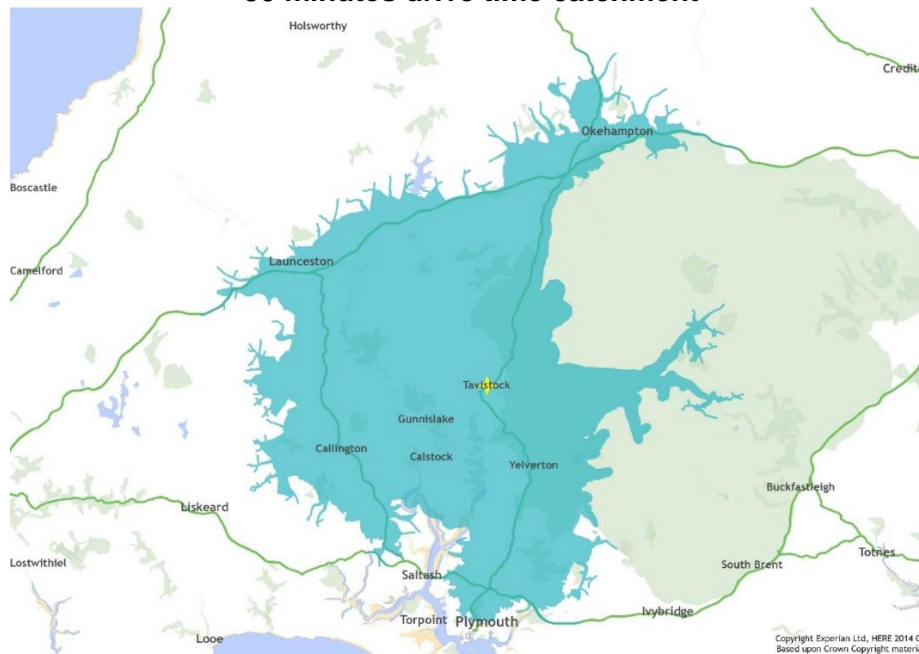
⁹ Devon Joint Strategic Needs Assessment Community Profile for E02004233, 2016.

including the villages of Calstock and Gunnislake. It can be interpreted as broadly corresponding to the catchment for which Tavistock serves as a market and service centre. Most potential recruits for volunteering in the Guildhall would probably be drawn from this area.

Tavistock area



30 minutes drive time catchment

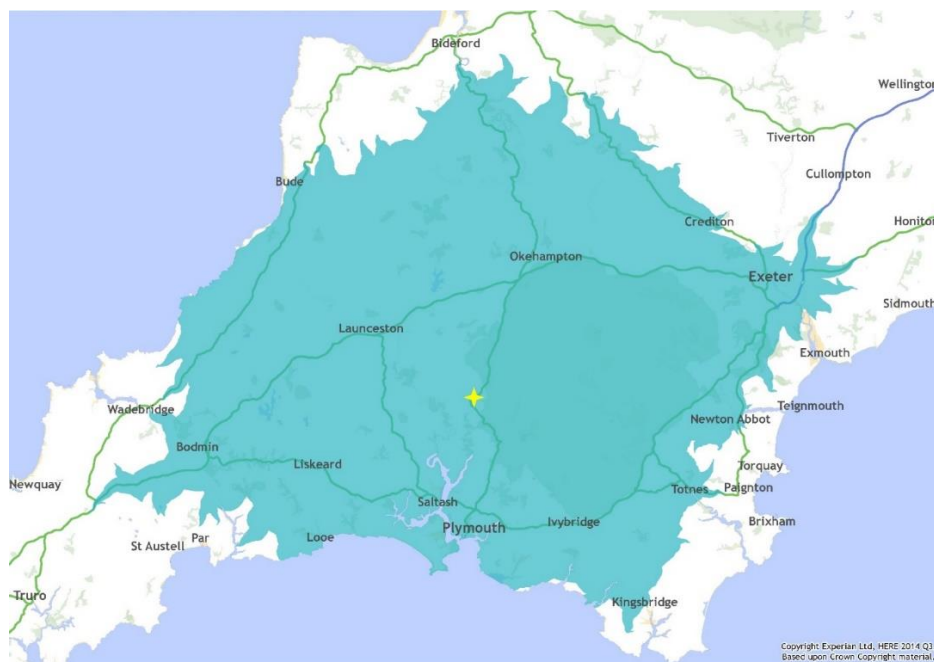


The 30 minute drive time catchment reaches the northern part of Plymouth and includes the market towns of Callington, Launceston and Okehampton.

The 60 minutes drive time catchment takes in Bude and North Cornish, Exeter, parts of the South Hams including Totnes and Kingsbridge, Plymouth and South and East Cornwall as far as Looe and Bodmin. A 60 minute drive time is usually regarded as defining the market for day visits.

A total of 32,932 people live in the Tavistock area. The 30 mile catchment contains 180,845 people and within the 60 minute drive time the population is 669,257.

60 minutes drive time catchment



Demographic data

The table below profiles the population of the catchments according to a set of key criteria and compares them to the national average. The percentage figures in brackets show the percentages of the total population. A deviation from the national average of more than 2% is interpreted as being significant. Percentages which exceed the national average by more than 2% are marked in blue and those which fall below the national average by more than 2% are marked in red.

All three catchments have populations which are significantly older than the national average with the Tavistock area having the highest percentage of residents over 65. Both Tavistock and the 60 minute catchment have fewer young people under 24 than the national average whereas the 30 minute catchment conforms more closely to the national picture.

Characteristic	Tavistock area	30 minutes drive time	60 minutes drive time	England
Adults 15+ (2014 estimated)	32,932	180,845	669,257	45,031,185
Total population (2014 estimated)	38,604	216,089	796,280	54,778,511
Under 24 (2011 census)	9,684 (26%)	63,356 (30%)	230,148 (28%)	16,307,596 (31%)
Over 65 (2011 census)	8,718 (22%)	40,293 (20%)	146,876 (20%)	8,660,529 (16%)
Ethnicity				
White	37,302 (98%)	205,931 (97%)	748,587 (97%)	45,281,142 (85%)
Approximated social grade				
AB	2,880 (27%)	11,724 (19%)	45,982 (20%)	3,751,684 (23%)
C1	3,053 (29%)	19,679 (31%)	72,423 (31%)	5,051,687 (31%)
C2	2,546 (24%)	15,414 (24%)	56,750 (24%)	3,372,058 (21%)
DE	2,126 (20%)	16,286 (26%)	58,267 (25%)	4,164,424 (25%)
Employment status				
Unemployment	754 (4%)	5,433 (5%)	19,339 (5%)	1,702,847 (6%)
Full time student	704 (4%)	5,876 (6%)	20,835 (5%)	1,336,823 (5%)
Qualifications				
Degree & above	10,387 (33%)	41,743 (24%)	164,459 (26%)	11,769,361 (27%)
No qualifications	5,823 (18%)	38,577 (22%)	135,688 (21%)	9,656,810 (22%)

The Tavistock area has a larger proportion of the higher social groups AB (professional) and the percentage of people with qualifications at degree level and above is very significantly above the national average. Conversely it has a lower proportion of people in social groups

DE and without qualifications. Both the other catchments have lower proportions of AB residents and the 30 minute catchment also has a below average number of graduates. All three areas have above average proportions of C2 residents (skilled manual workers).

Audience Spectrum segmentation

The Audience Agency uses a model called Audience Spectrum to divide the population into 10 segments according to their attitudes towards culture and by what activities they watch and participate in.

Audience segment	Tavistock area	30 minutes drive time	60 minutes drive time	England
Highly engaged				
Metroculturals	0 (0%)	173 (0%)	2,191 (0%)	2,053,294 (5%)
Commuterland Culturebuffs	4,064 (13%)	12,936 (7%)	51,464 (8%)	4,995,340 (11%)
Experience Seekers	136 (0%)	14,011 (8%)	65,071 (10%)	3,640,418 (8%)
Moderately engaged				
Dormitory Dependables	5,886 (18%)	26,341 (15%)	111,719 (17%)	6,641,296 (15%)
Trips & Treats	7,314 (23%)	43,947 (25%)	154,270 (24%)	7,382,745 (17%)
Home & Heritage	9,052 (28%)	27,317 (15%)	102,583 (16%)	4,479,911 (10%)
Low levels of engagement				
Up Our Street	2,801 (9%)	18,497 (10%)	59,413 (9%)	3,685,506 (8%)
Facebook Families	1,607 (5%)	22,665 (13%)	68,614 (10%)	5,080,899 (12%)
Kaleidoscope Creativity	101 (0%)	3,606 (2%)	13,317 (2%)	4,164,646 (9%)
Heydays	1,137 (4%)	9,067 (5%)	26,300 (4%)	2,050,141 (5%)

The table above sets out the number of people in each audience segment across the three catchments and compares them to the national average. Percentages in brackets are as a

proportion of the population over 15. Significant differences from the national average are marked in blue (higher) and red (lower). The segments have been listed according to the Audience Agency' assessment of their level of engagement.

Among all three catchments the largest segments are *Dormitory Dependables*, *Trips & Treats* and *Home & Heritage*. The proportions of the population in each of the segments varies across the three catchments. But together they make up 69% of the population in the Tavistock catchment, 55% in the 30 minute drive area and 57% in the 60 minute drive area. Across all three catchments *Trips & Treats* and *Homes & Heritage* are very significantly overrepresented. In the Tavistock area *Dormitory Dependables* are also significantly more numerous than the national average.

The two segments which tend to be most engaged with are both underrepresented in the 30 and 60 minute drive time catchments. In Tavistock the first of these (*Metroculturals*) is also underrepresented but the second, *Commuterland Culturebuffs*, is just above the national average and the fourth most populated segment in the catchment.

This means that Tavistock's audience profile is dominated by just four segments which together include 82% of the population.

Full profiles for each segment, including how to engage with them, are available at <https://www.theaudienceagency.org/audience-spectrum>. The key ones for the Guildhall catchments are summarised here:

Trips & Treats

While this group may not view arts and culture as a passion, they are reasonably culturally active, despite being particularly busy with a wide range of leisure interests. They tend to be comfortably off and living in the heart of suburbia. Children range in ages, and include young people still living at home. They have a strong preference for mainstream arts and popular culture like musicals and familiar drama, mixed in with days out to museums and heritage sites. This group are led by their children's' interests and strongly influenced by friends and family.

Homes & Heritage

This is a more mature group who are generally conservative in their tastes. A large proportion are National Trust members. Classical music and amateur dramatics are comparatively popular. While this is not a highly engaged group – partly because they are largely to be found in rural areas and small towns – they

do engage with local cultural activity. They are likely to look for activities to match their needs and interests, such as accessible day-time activities or content exploring historical events.

Dormitory Dependables

A significant proportion of arts audiences are made up of this dependably regular if not frequently engaging group. Most live in suburban or small towns and show a preference for heritage activities alongside popular and more traditional mainstream arts. Many are thriving, well off mature couples or busy older families. Lifestage coupled with more limited access to an extensive cultural offer mean that culture is more an occasional treat or family or social outing than an integral part of their lifestyle.

Given the *Commuterland Culturebuffs'* relative numerical strength in the Tavistock area, the Audience Agency summary is also included here:

This is an affluent and settled group with many working in higher managerial and professional occupations. They are keen consumers of culture, with broad tastes but a leaning towards heritage and more classical or traditional offerings. Often mature families or retirees, living largely in leafy provincial suburban or greenbelt comfort, they are willing to travel and pay for premium experiences, their habits perhaps influenced by commuting. Motivations are multiple, ranging from social and self-improvement, to the pursuit of learning opportunities for older children. They tend to be frequent attenders and potential donors.

Mosaic segmentation

The Area Profiles also contain Mosaic profiles. Mosaic is a socio-demographic segmentation system designed by Experian which classifies consumers according to their demographics, lifestyles, preferences and behaviours. Further details about Mosaic are available at www.experian.co.uk/marketing-services/products/mosaic-uk.html. The data for the catchments is set out in the table below and compared to the national average. Significant differences from the national average are marked in blue (higher) and red (lower).

The Mosaic profiles reflect and reinforce the earlier analysis of the area's socio-economic composition. *Country Living* is the largest group in all three catchments and *Rural Reality* is the second largest in the Tavistock and 60 minute drive areas. In the 30 minute catchment it is exceeded by *Aspiring Homemakers* and *Senior Security*. But in all three catchments the *Country Living* and *Rural Reality* segments are well above the national average. This is

especially the case in the Tavistock area where together they include 64% of the population against a national average of 12%.

Mosaic group	Tavistock area	30 minutes drive time	60 minutes drive time	England
B Prestige Positions	2,219 (7%)	7,874 (4%)	24,781 (4%)	3,284,577 (7%)
C Country Living	11,159 (35%)	22,053 (12%)	108,182 (17%)	2,760,609 (6%)
D Rural Reality	9,457 (29%)	16,746 (9%)	88,324 (13%)	2,482,802 (6%)
E Senior Security	2,396 (7%)	19,452 (11%)	62,043 (9%)	3,803,963 (9%)
F Suburban Stability	1,579 (5%)	13,089 (7%)	40,471 (6%)	2,740,692 (6%)
H Aspiring Homemakers	1,349 (4%)	20,494 (11%)	63,707 (10%)	4,251,592 (10%)
I Family Basics	476 (1%)	14,972 (8%)	44,754 (7%)	3,457,895 (8%)
M Modest Traditions	480 (1%)	14,486 (8%)	29,590 (5%)	1,887,614 (4%)
O Rental Hubs	518 (2%)	13,006 (7%)	58,005 (9%)	3,392,123 (8%)

This is a brief overview of the four main segments across the catchments:

Country Living

Country Living are well-off homeowners who live in the countryside often beyond easy commuting reach of major towns and cities. Some people are landowners or farmers, others run small businesses from home, some are retired and others commute distances to professional jobs.

Rural Reality

This group are a mix of families, mature couples and older singles who live in rural communities and generally own their relatively low cost homes. Their moderate incomes come mostly from employment with local firms or from running their own small business.

Aspiring Homemakers

Aspiring Homemakers are younger households who have, often, only recently set up home. They usually own their homes in private suburbs, which they have chosen to fit their budget.

Senior Security

Senior Security are elderly singles and couples who are still living independently in comfortable homes that they own. Property equity gives them a reassuring level of financial security. This group includes people who have remained in family homes after their children have left, and those who have chosen to downsize to live among others of similar ages and lifestyles.

Heritage Visiting

Heritage site	Tavistock area	30 minutes drive time	60 minutes drive time	England
Museums	7,799 (24%)	42,388 (23%)	161,247 (24%)	13,237,133 (29%)
Archaeological sites	3,403 (10%)	15,859 (9%)	61,570 (9%)	2,991,258 (7%)
Stately homes/castles	7,066 (21%)	34,293 (19%)	130,055 (19%)	9,713,743 (22%)

The Area Reports also include visits to cultural venues by people aged over 15. The most appropriate comparators for the Guildhall project are museums, archaeological sites, and stately homes/castles. The % figure in the table below is the number of people as a

proportion of those visiting all cultural sites. Significant divergence (more than 2%) from the national average is marked in blue (above) and red (below).

Attendance at museums was below the national average across all three catchments and at stately homes/castles in the 30 and 60 minute catchments. Among residents of the Tavistock area the numbers visiting archaeological sites was above average. These figures are slightly surprising given the dominant demographic and audience profiles identified above. For example *Trips & Treats* have above average attendance at museums, galleries and particularly heritage sites nearly half *Homes & Heritage* visit heritage sites three to four times a year. It seems distinctly probably, therefore, that these low figures for cultural heritage visiting reflect a relatively low supply in Cornwall and Devon where there are few major museums or stately homes/castles compared to many parts of the country. Attendance at archaeological sites may be more in line with national averages because of the proximity of the large number of sites, particularly on Dartmoor.

Catchment area(s) summary -

- Beyond the town, the immediate catchment is rural and sparsely populated. The larger catchment(s) within 30 to 60 minutes drive time are also predominantly rural areas but include other significant market towns and Plymouth.
- The population is older and there are fewer younger people (except in the 30 minutes drive time) than the national averages.
- In Tavistock there are above average proportions of people qualified to degree level and above and in social classes AB. Social classes AB are under-represented across the wider catchment. The percentage of C2s across all the catchments is above average.
- Over half the population in the wider catchments and over two thirds in the Tavistock area fall within three cultural audience segments (*Trips & Treats*, *Home & Heritage* and *Dormitory Dependables*). The first two of these are over represented compared to the country as a whole.
- Four fifths of the Tavistock area's population fall into four cultural audience segments (*Trips & Treats*, *Home & Heritage*, *Dormitory Dependables* and *Commuterland Culturebuffs*).
- Mosaic segmentation broadly reflects these same trends.

- Visits to museums are below the national average across the catchments as are visits to castles/stately homes except for Tavistock and its immediate hinterland.

4.4.5 The Market for Tourism

The Visitor Economy

The importance of the visitor economy to Tavistock and West Devon has already been noted. In 2012 9% of the business stock in the Tavistock Market Town Area, which includes 66% of the borough's population, was related to tourism compared to 3% nationally.¹⁰

Tourism Day Visits
(3 year averages 2013-15)

	West Devon	Plymouth	Devon	Devon average
Number of trips (millions)	2.49	4.36	38.09	3.8
Visitor spend (£ millions)	57.14	277	1208.15	120.8%

Visit Britain Great Britain Day Visits Survey 2015

Data from Visit England's most recent Great Britain Day Visits Survey shows the number of trips and the visitor spend on tourism day visits. This has been used to calculate the average number for the county as a whole which can be compared to West Devon. The table above shows that in West Devon the number of day trips is considerably lower and visitor expenditure is less than 50% of the county average. Ranked against the other county's other local authorities, the number of day visits to West Devon was the 8th lowest out of 10 and visitor spend was 7th lowest. The borough's relative position has remained unchanged since 2011 for visitor numbers but it has improved for visitor spend which was then the lowest in the county.¹¹

The table below shows the value of domestic overnight tourism both for holiday trips and for all trips which includes business and staying with friends and family. Using data from the report to compile a Devon average shows that West Devon lags well behind in all areas and total overnight visitor spend is less than 50% the county average. In four categories in the table West Devon had the lowest performance other than Mid Devon and in the other two it

¹⁰ SERIO, Tavistock Townscape Heritage Initiative bid to the Heritage Lottery Fund Case for Intervention, 2012.

¹¹ Value of Tourism 2011, SW Research Company

had the third worst performance after Mid Devon and Plymouth. West Devon has also been compared to Plymouth because it might be thought that Tavistock and the Guildhall could benefit from being close to what is often regarded as a significant tourist destination. The table demonstrates there is need for some caution here. Plymouth performs strongly as a destination for all trips but as a holiday destination it generates lower spend and nights than West Devon.

Domestic Overnight Tourism ¹²
(3 Year Averages 2013 - 2015)

	West Devon	Plymouth	Devon	Devon average
Total trips (thousands)	253	538	4717	472
Total nights (thousands)	898	1637	18740	1874
Total spend (£ millions)	50	92	1033	103
Holiday trips (thousands)	146	149	2871	287
Holiday nights (thousands)	587	415	12718	1272
Holiday spend (£ millions)	39	28	765	77

The number and value of day trips to Plymouth suggests that there is great potential to attract day visitors provided the right offer is available. The 60 minute drive time catchment discussed earlier extends as far as the South Hams and Exeter but also covers much of East Cornwall including the south coast resorts such as Looe. As long ago as 2012 in the Caradon district, which was one of the least popular tourist areas in Cornwall, there were 502,000 domestic trips which generated £141 million expenditure.¹³

Segmentation

Tourism is a key sector of the West Devon economy and there is also a much larger potential day visitor market beyond the borough. For the Guildhall to successfully fulfil its role as a WHS gateway centre its operators will need to understand the motivations and

¹² Visit England, South West England and Domestic Tourism

¹³ Visit Cornwall, The Value of Tourism, 2012

aspirations of their tourist visitors in the same way as for residents in their catchment area(s).

In 2010 and 2012 the Cornish Mining WHS commissioned research into the profiles and perceptions of potential visitors.¹⁴ The research covered the whole WHS but its findings appear very relevant to activity planning for Tavistock and the Guildhall project. It found that:

- Cornwall, followed by Devon and London, are the most popular destinations in the UK that people are likely to visit for their history and heritage.
- Cornwall is strongly associated with natural history followed by walking and mining but not with industrial history.
- Overall, industrial history is not popular even with market segments expressing an interest in history and heritage generally.
- Industrial heritage is of interest to people in segments characterised as independent minded but it is perceived as something interesting to visit on holiday rather than as a driving force in attracting them to a destination.
- 1 in 5 people have visited or would visit an industrial heritage attraction when on holiday in Cornwall.
- People are more interested in towns, villages, ports, estates and social history than in technology and the impact of mining overseas. Towns which have been uniquely shaped by industrial history appeal because they are perceived as different.
- The main things people would do on a short (3 day) break in Cornwall are exploring by car, visiting an AONB and exploring areas on foot.

The research used the ArkLeisure values based segmentation model, which was originally developed for Visit Britain and Visit England. It identified two segments who were most likely to visit Cornish mining attractions:

- Cosmopolitans who are the segment most interested in history and heritage and who are by far the most likely to visit Cornish mining attractions.
- Traditionals who are also interested in heritage and are the second most likely group to visit industrial heritage.

¹⁴ Arkenford 'Cornish Mining WHS: Online Research Among the Potential Market'. PowerPoint presentation in possession of Cornish Mining WHS. 2010.
Arkenford 'SW WHS/UNESCO Research: Visitor Profiling, Perception & Awareness Research'. PowerPoint presentation in possession of Cornish Mining WHS. 2012.

Together they include about 25% of the population and so provide a large potential tourism market.

ArkLeisure Segment Profiles¹⁵

Cosmopolitans	Traditionals
<ul style="list-style-type: none"> • Do what they want rather than follow any particular fashion • Comfortable trying new things that are out of the ordinary • Happy to adopt traditional values when appropriate • High-spending market • Find it easy to justify buying expensive alternatives • Risk takers - a desire for things that are new and different • They like new challenges, both physical and intellectual • Life for this group is full and active, but with an appreciation of art and culture 	<ul style="list-style-type: none"> • Self-reliant and independent • Hold traditional values • Unlikely to justify spending on expensive alternatives. • Value more traditional established brands • Functionality is far more important than style and individuality • Value, and will pay for, good service, which for them means recognition and individual attention • Relaxed pace of life • Enjoy intellectual challenges, arts and culture

Coach tourism

The Town Council and Tavistock BID run a coach drivers' incentive scheme. As the table below shows, the number of coaches and passengers has fallen each year since 2013/14.

Year	Coaches	Passenger spend £ Est at	Passenger spend £
2015/16	260	10,589	52,945
2014/15	353	14176	70,880
2013/14	425	16,526	81,710
2012/13	298	11,722	58,245

¹⁵ <http://www.arkleisure.co.uk/>

The months when coach visits are highest are April, May, September and October. They are lower in June to August and lowest in November to February.

Month 2015/16	Coaches 2015/16	Coaches 2014/15
April	38	54
May	29	42
June	23	19
July	23	37
Aug	12	32
Sep	28	40
Oct	31	40
Nov	13	16
Dec	11	15
Jan	16	16
Feb	15	20
March	21	22

The Town Council does not collect data on where the coaches travel from but marketing focuses on the Torbay area and most probably come on day visits rather than passing through on tour. No data is collected for length of stay or on what passengers do during their time in Tavistock so their importance and potential as a heritage audience is unknown. There may be some potential to attract coach passengers to the Guildhall but this requires further market testing and would require dedicated marketing. The seasonal visiting patterns do suggest that the coach market could potentially provide visitor to the Guildhall in the shoulder months. As some coach drivers have considerable autonomy one potential way to attract this market would be to add to the incentive scheme for visiting the Guildhall.

4.4.6 Comparator Analysis

An indication of potential visits to the Guildhall Gateway can be derived from the number of actual visits made to other heritage sites in the area.

Location	2014/15	2015/16	Comments
Cotehele	145,132	158,432	Open year round. Admission £11/5.50
Buckland Abbey	81,832	87,123	Open year round. Admission £11/5.50
Castle Drogo	89,493*	86,188*	Open year round. Admission £9/4.45 *house partially closed.
Lydford Gorge	60,881	67,686	Open year round. Admission £8.90/4.40
Tavistock Museum	8,000	8,273	Open Easter – October 11am-3pm. Free admission.

4.4.7 Education

Schools

The Guildhall project round 1 application identified schools as a target audience. This was based on the WHS Tavistock Key Centre Learning Strategy's proposal heritage learning providers should target schools and 'especially those in the immediate vicinity'. The following assessment of the overall size of the schools market focusses on those schools which are within easy reach of Tavistock and the Guildhall.

Tavistock

There are six schools with a total of 2651 pupils in Tavistock. State school numbers are taken from the Devon County Council spring term 2017 census.

4 infant and primary schools	856 pupils
1 secondary school	1224 pupils.
1 independent school ¹⁶ (3-18)	571 pupils

West Devon

According to the Devon County Council spring term 2017 census there were 30 state funded schools in West Devon (including Tavistock) with 6404 full time pupils on the roll:

28 infant and primary schools	3782 pupils
2 secondary schools	2622 pupils

The two West Devon secondary schools, Tavistock College and Okehampton College, are both comprehensives and include sixth forms.

¹⁶ Independent Schools Council www.isc.co.uk/schools/england/devon/tavistock/

All West Devon schools are within approximately 40 minutes journey time of Tavistock. If all those with more than a 30 minute drive time are excluded, the numbers would be 22 primary schools with 3177 pupils.

South Hams

One primary school (Bickleigh Down) with 413 pupils recorded in the spring 2017 census is located between Tavistock and Plymouth. Other schools within the South Hams are more than 30 minutes drive time from Tavistock.

Plymouth

Plymouth unitary authority is within 15 miles of Tavistock which can be reached from most areas of the city within 45 to 60 minutes. Plymouth schools are a potentially large market but the Guildhall's unique selling point would need to be clearly identified to compete with heritage sites within the city.

There are 95 state funded schools¹⁷ with some 38,872 pupils:

69 primary schools	21278 pupils
19 secondary schools	16676 pupils
7 special schools (3-19)	637 pupils

There are also two independent schools:¹⁸

1 independent prep school	215 pupils
1 independent school	469 pupils

East Cornwall

In the eastern area of Cornwall there are 19 schools with 5037 pupils within approximately 30 minutes drive time of Tavistock:

16 primary schools ¹⁹	2250 pupils
2 secondary schools ²⁰	2551 pupils
1 independent school	236 pupils

¹⁷ January 2017 school census. Plymouth City Council.

¹⁸ Independent Schools Council www.isc.co.uk/schools/england/devon/plymouth

¹⁹ Figures for primary and secondary schools taken from returns to OFSTED <https://reports.ofsted.gov.uk/>

²⁰ Independent Schools Council www.isc.co.uk/schools/england/cornwall/launceston/

The total size of the potential market derived from these figures is:

114 primary schools	27,723 pupils
23 secondary schools	21,849 pupils
7 special schools (3-19)	637 pupils
Independent schools (3-18)	1491 pupils

However, in order to both capitalise on this market and have a realistic idea of what is possible it is important to understand the significant and growing constraints on school visits.

- The number of school visits nationally appears to be declining. For example in 2015-16 the number of educational visits to museums sponsored by the Department for Culture Media and Sport fell by 6%.²¹
- School budgets are under increasing pressure from public expenditure cuts.
- For many schools, and particularly for those in a rural area such as West Devon, transport costs and travel times are important barriers to school trips. This poses a challenge for the Guildhall project in trying to attract school visits from outside Tavistock. However, there are opportunities to work with the town's schools, all of whom are within walking distance.
- There is feedback from local schools, which echoes national press reports, that the revised national curriculum is creating less time and fewer opportunities for arts and humanities subjects.
- It is generally more difficult to attract visits from secondary schools because extended time out from school can create timetabling difficulties. The primary school market offers better opportunities.
- However, for the Guildhall the new primary curriculum is challenging, especially with changes to the history curriculum. Nevertheless, there is considerable scope to develop appealing programmes of study around topics such as crime and punishment and STEM subjects, particularly once the building opens to the public in 2020.

Colleges and universities

The Guildhall is within easy reach of four FE and HE institutions, all located in Plymouth:

City College Plymouth²² has 4,486 full time and 14,033 part time students including nearly 900 higher education students and nearly 1200 apprentices.

²¹ 'British museums and art galleries hit by 1.4m fall in visitor', The Guardian, 2 Feb 2017

²² City College Plymouth website, www.cityplym.ac.uk/about/

Plymouth College of Art had 1,201 students in 2015–16, most of whom were undergraduates.²³ .

The University of Plymouth had 23,026 students in 2015/16 of whom 17592 were studying for a first degree.²⁴

Plymouth Marjon University had over 2300 students in 2016 of whom 1995 were undergraduates.²⁵

4.5 Market Assessment - Implications for Activity Planning

- Two thirds of West Devon's population live within the Tavistock area. Beyond this there is a potentially large volume of visitors within a wider catchment and especially the urban population of Plymouth. Anecdotal evidence suggests that significant numbers of Plymouthians participate in large annual Tavistock events such as Goose Fair and Dickensian evening. Activity planning needs to cater for both local and more distant audiences by ranging from drop in sessions aimed at local families on a Saturday morning to involvement in these large annual events.
- The profiles for the key audience segments reveal that they are attracted to mainstream cultural and heritage events, tend to be fairly risk averse in their choice of activities and are strongly motivated by friends and family. Interpretation and activities should concentrate on conveying the significance of the Guildhall and Tavistock's World Heritage through readily accessible stories and engaging experiences so that these audiences develop an understanding of the main themes.
- The catchment areas' population are older than the national average and many are retired or semi-retired. There are opportunities to engage them in the Guildhall project by developing partnerships with groups such as the local history societies and U3As.
- Although there are fewer young people in the catchment area than the national average, they are more numerous than older people. Within the main audience segments there is a significant market for activities which are fun, family friendly and educational ranging from drop in sessions to longer, more structured 'courses'. An effective way to engage

²³ The Complete University Guide, www.thecompleteuniversityguide.co.uk

²⁴ University of Plymouth, www.plymouth.ac.uk

²⁵ Undergraduate numbers derived from HESA, www.whatuni.com/university-profile/plymouth-marjon-university-st-mark-st-john/26605/

with this audience is through building partnerships with schools and community groups such as scouts and guides.

- The Guildhall will be operating as a new business venture in a very challenging local economic environment which is characterised by the predominance of micro businesses, high levels of self-employment, falling profits and below average incomes. There are consequently relatively few opportunities for large local business sponsorship, although it should be possible to generate small donations and help in kind provided the benefits are clearly articulated. While it should be possible to organise some high end income generating events once the Guildhall is open to the public, such as a lecture series, much larger numbers of local people in the key audience segments will be attracted by a regular programme of affordable activities. To be sustainable, therefore, activity planning will require the development of a low cost delivery model relying heavily on a well trained and effectively managed volunteer workforce.
- The age profile and segmentation suggest that there is great potential to develop such a volunteer workforce and that there is a significant opportunity to engage people in heritage activities through volunteering. People in the older age groups are more likely to have available time and there is a propensity for volunteering among the key audience segments including helping with events and taking leadership roles. In 2014 West Devon had the highest ration of voluntary organisations to population in Devon.²⁶
- There are a large number of primary schools within 30 to 60 minutes drive time of the Guildhall. It will be important to be realistic about the demand from this market but there is potential for an effective offer to schools provided it is clearly focussed on the requirements of the national curriculum. The greatest opportunity to engage schools from further afield will be when the Guildhall is open to the public. In the shorter term there is the potential to develop pilot projects with local schools.
- Tourism plays a major part in the West Devon economy and there is a large tourist market within a one hour drive including in Plymouth and East Cornwall. With a small budget marketing to tourists would be most effective as part of a coordinated effort with local business organisations to promote Tavistock as a destination. Among the two tourist segments identified as most appropriate for the Guildhall project, towns such as Tavistock which have been uniquely shaped by industrial history are popular because

²⁶ Third Sector Overview of Devon 2014, Devon Voluntary Action.

they are perceived as different. Providing a visitor information service and enhancing the visitor experience through activities such as guided walks are essential elements of the Guildhall project, which will build on the introduction to Tavistock provided by the interpretation and orientation displays.

4.6 Consultations

4.6.1 Introduction

Consultations for the Guildhall project development phase have sought to test and refine what was known from previous research and the consultations which influenced the development of heritage strategies for Tavistock including the Guildhall.

The aims of the development phase consultations were:

1. To obtain consultees' views and additional ideas on the stage 1 proposals and especially:
 - The outline activity plan.
 - Detailed second tier interpretive themes and topics i.e. those specifically relating to Tavistock below the WHS wide themes.
 - Hands on and digital interpretation, especially for children and disabled people.
 - The tentative proposal to provide a visitor information service.
2. To identify potential partners and projects.
3. To refine the project's understanding of its target audiences and their needs.

4.6.2 Consultation meetings

People and organisations

Consultation meetings were held with the following:

- Deborah Boden, World Heritage Site Coordinator
- Peter Beacham, former Heritage Protection Director, English Heritage
- Simon Dell, Moorland Guides
- Susan Eddisford, West Devon Museum Development Officer
- Tristan Forster, Assistant Principal, Tavistock College
- Lizzie Mee, independent heritage learning consultant
- Angela O'Shea, Headteacher, Whitchurch Primary School
- Graham Parker, Chair, Tavistock Neighbourhood Plan working group
- Geri Parlbay, Chair, Tavistock Heritage Festival

- Professors James Daybell and Daniel Maudlin, Plymouth University History Department & Cornerstone Heritage, with Diana Walters, international heritage consultant.
- Lynette Selbie, Headteacher, Tavistock County Primary School
- Roderick Martin, Tavistock Museum
- Hilary Braithwaite (Curator) and David Rees (Chair), South West Police Heritage Trust
- Corinna Woodall (Manager) and Lesley Strong (Project Officer), Tamar Valley AONB
- Tavistock College Humanities staff
- John Taylor (Chair) and Robert Plumb (Officer), Tavistock Heritage
- Tavistock Heritage Trust shadow board members
- Hella Tovar, Liskeard Museum
- Transition Tavistock

Summary of key meetings

WHS Office

The WHS priorities for learning in the Tavistock area were agreed to be:

- Developing a Tavistock Heritage learning network to facilitate communication between learning providers and heritage organisations.
- Developing an outreach programme to (a) engage specific hard to reach audiences and village communities and (b) raise awareness of the WHS in general among residents of West Devon.
- Developing a programme of training for teachers
- Producing teachers' packs and online resources linked to the national curriculum.

Lizzie Mee, independent heritage learning consultant

Lizzie Mee visited the Guildhall to discuss the project with the Activity consultant who commissioned her to produce some proposals for a formal learning programme linked to the National Curriculum. This included a menu of ideas for further consultation with local primary schools.

South West Police Heritage Trust

The Activity consultant had three meetings with the Curator, the first of which was also attended by the Vice Chair of the South West Police Heritage Trust (SWPHT) and other members of the Activity and Interpretation team. The discussions identified considerable potential for collaboration and partnership which could be developed through the Guildhall project and the SWPHT's own proposed HLF project application for learning and community engagement.

SWPHT agreed to allow access to its collection and expertise to the Guildhall project interpretation team. The SWPHT will accelerate the scanning of documentary material about Tavistock and the related villages, which is being undertaken by the Devon Family History Society.

The following collaborations were discussed:

- Rotational police displays in the Guildhall court room researched by SWPHT, either by the volunteers or as the result of community engagement projects. In the first instance these would include a 19th century lawyer's wig as part of the permanent courtroom interpretive display themed 'the theatre of justice'. The display cases would be provided by the Guildhall project and the cost of labelling/interpretation of the artefacts would be borne by SWPHT.
- A youth project with Tavistock Youth Café or the Youth Service for young people at risk of exclusion and/or offending. This would be a co-produced project based in the Guildhall. The theme is to be decided by the participants but options might be the changing nature of crime 1840s/50s and today or a project exploring perceptions of graffiti as exemplified by that in the Guildhall. The output would be decided by the participants but might include an exhibition or performance. The Guildhall project would contribute a freelance learning officer/artist and the SWPHT would contribute input from community police officers, collections and volunteers.
- A community oral history project about experiencing the Guildhall complex as a working police station and court. This would include oral history training for Guildhall volunteers (and SWPHT volunteers if places available), visiting the SWPHT to use artefacts and discussions with serving police officers to help determine interview themes and questions. The output would be recordings and transcripts which can be used in interpretation.
- The SWPHT were hoping to pilot a forensic project for schools focusing on STEM subjects as part of their HLF application and some of this might take place in the Guildhall.
- It was agreed that a Guildhall project freelance educator and a SWPHT Learning Officer as part of their HLF project will need to work closely together. Both HLF applications

might contain a reference to the possibility of combining the roles if the projects coincide.

Tamar Valley AONB

At a meeting with the Manager and Project Officer the main issues discussed were:

- The AONB would be willing to share the AQA Unit Award Scheme modules which they developed for an accredited training scheme for volunteer guides as part of the HLF funded Helping Hands for Heritage Project.
- Joint volunteer training for front of house at the tourist information service, Guildhall and their Tamar Valley centre volunteers.
- Joint training for business ambassadors including familiarisation visits.

Tavistock College

The main issues discussed at a meeting with Deputy Principal Tristan Forster, and at a resulting focus group of Humanities Department staff were:

- Teachers emphasised the importance of hands on, experiential learning e.g. dressing up Year 7 and 8 students to participate in activities
- Teachers would welcome resources packs with photos, document extracts etc. for lessons before and after visiting the Guildhall. Resources addressing the industrial and social context for the Guildhall would be helpful.
- Curriculum links which could be explored included history, STEM related activities e.g. forensics; citizenship; GCSE Crime and Punishment.
- There was scepticism about the value of a heritage learning network and it was felt that an e-newsletter would be preferable to attending meetings.
- The Law teacher felt that the courtroom offered an excellent venue for mock bar trials. The College does not enter the national event due to work load but could develop a low key internal version e.g. a competition between houses.
- Volunteering opportunities for students. There is a VI Form enrichment programme one afternoon per week which includes helping in primary schools, reading in nursing homes etc. Recruitment is during Freshers' Week in September so a group could be trained in October to December to deliver learning sessions or outreach in primary schools or nursing homes in the spring term or they could devise a Guildhall tour and then deliver it to all the local primary schools.
- Opportunities for work experience for Year 10 in the summer term and Year 12 in the spring term. There is a small group of Year 10 and 11 students with learning difficulties who undertake weekly work experience.

Tavistock Primary Schools

The main issues discussed with the head teacher, who was very enthusiastic about working with the project, were:

- The school are happy to be guinea pigs for interesting pilot projects which fit National Curriculum requirements.
- It is preferable to tell the school about dates for projects rather than ask them. Provided sufficient notice is given, ideally in the spring/early summer for the following academic year, the school can incorporate projects into schemes of work.
- It was agreed that a series of outreach sessions could be delivered at the school while the Guildhall was closed. The Head said she would prefer a different year group to tackle each topic.
- The school would in principle be keen to collaborate with learning sessions in the Guildhall when it was open to the public.
- The school would be willing to work with Tavistock College Sixth Formers if they devised a guided walk for primary pupils.
- The head teacher felt that an e-newsletter to communicate heritage learning opportunities would be preferable to meetings of a learning network.

Whitchurch Primary School

The Activity consultant met the head teacher who expressed excitement at working with the project. The list of potential outreach sessions was discussed and the head teacher expressed interest. The school would also be keen to collaborate with learning sessions in the Guildhall when it was open to the public. However, as the conversation about the nature of the Guildhall project developed she suggested it would be preferable to engage one Key Stage 1 class in the project through 2018 to 2020 so they could experience the Guildhall's renovation, talk to the architects and interpretation team and see the building open. It was agreed that this project should involve one class as they moved through years 4 to 6.

4.6.3 Summary of Public Consultations

Public consultation and information events took place mainly between mid November and Christmas 2016 after Tavistock Town Council's Works Department, who had been occupying the Guildhall basement, had vacated and cleaned the premises. A few additional events were held in January to March 2017.

A range of consultative approaches were used including interactive guided tours, focus groups, presentations followed by discussion, questionnaires, comment walls with Post-It notes and artefact handling and short mock trials for children and young people.

Most consultations included an interactive guided tour/project briefing led by the Activity consultant. The precise format and content was tailored to each group but there were elements which were common to most:

- An introduction to the project including the roles of the Town Council and the Tavistock Heritage Trust.
- Explanation of the overarching interpretive themes (World Heritage, architecture and buildings, police and justice).
- Demonstration of the visitor journey and the proposed location of themed interpretive displays which had been presented in the stage 1 application. This was aided by plans, illustrations and posters displayed on the walls. The posters stated the main theme or topic in a given area of the building e.g. Tavistock Canal, Tavistock's World Heritage.
- An opportunity for participants to add their suggestions and comments about detailed interpretation content (i.e. themes and topics), types of displays and activities in each area of the building by sticking Post-It notes on the walls.
- Questions and debate with the consultant during the guided tour, about which the consultant made notes.
- A plenary Q & A session or focus group discussion structured around the participants' particular area of interest.

The total number of people attending the consultations (through group events and the open day) was 411 of whom 315 were adults and 96 were aged under 18.

A total of 208 people took place in group consultations involving 13 organisations. Of these 132 were adults and 76 were children and young people aged 5 to 18.

The organisations who participated were:

Brentor and Mary Tavy Cubs

Bridestowe Beavers

Tamar Valley Tourism Association

Tavistock College students

Tapestry Choir

Tavistock Business Association

Tavistock Chamber of Commerce
 Tavistock and District Local History Society
 Tavistock Lions
 Tavistock Rotary Club
 Tavistock Scouts
 Tavistock Subscription Library
 West Devon Explorer Scouts

A further 203 people attended a public open day on 3 December 2016 of whom 183 were adults and 20 were children. During the day visitors' views were collected by verbal feedback, comments left on Post-It notes and a questionnaire.

The results of the consultations and the implications for the project are discussed in section 4.8 below. There are full details of the consultations and the results in Appendix 1.

4.6.4 Public Consultation - Quantitative analysis

Interpretation themes and topics

During the public open day a total of 181 comments were left on Post-Its. An attempt has been made to quantify them as giving a very broad indication of visitors' levels of interest in particular elements of the proposed displays.

There is a detailed analysis in the full report in Appendix 1. The salient points are:

- The 1892 and 1848 cells and police displays generated by far the highest number of comments accounting for 38% of the total. A further 12% related to the history of the building and surviving modern police features, such as interview room tiles and pepper spray holders, giving a combined total of 51% of all comments. Policing and justice also attracted the largest number of Post-Its from several groups who were consulted including the Tamar Valley Tourism Association (25%), Lions (40%) and Tapestry choir (over 25%).

Post-It comments by theme/area

World Heritage Site	4	2%
1892 cells	42	23%
Tamar Valley	8	4%
Dartmoor	4	2%
Tavistock Canal	13	7%

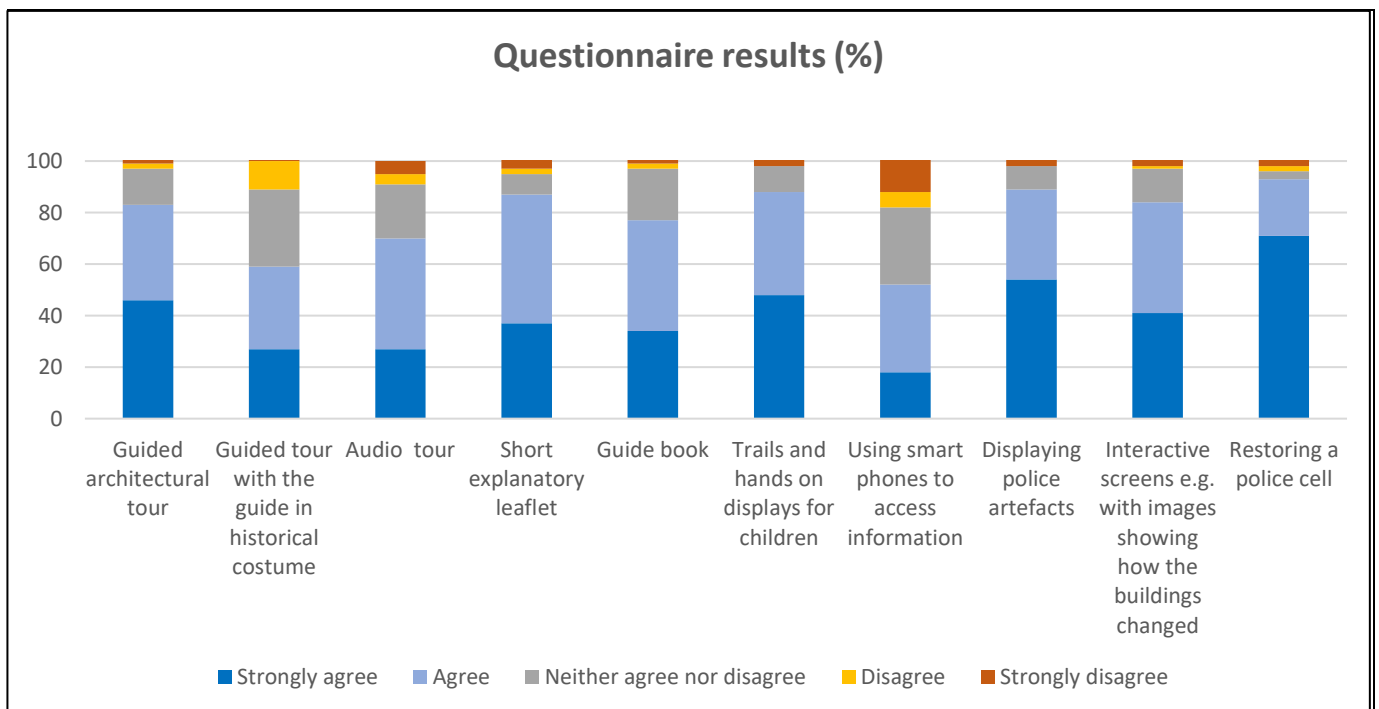
Tavistock's World Heritage	9	5%
Tavistock's heritage	17	9%
Police display in corridor	8	4%
1848 cells	20	11%
Court room	5	3%
Robing room	12	7%
The building & its history	22	12%
Other	17	9%
Total	181	100%

- 14% of comments related to Tavistock's World Heritage (5%) and Tavistock's heritage (9%). They covered a wide chronological and topical range from the medieval abbey to the contemporary town. Their distribution across the two areas and the fact that many in the Tavistock WHS covered non WHS topics suggests that many people either do not understand or do not choose to distinguish between Tavistock's World Heritage and the town's heritage more generally.
- There was some interest in the canal (7% of comments). Given that WHS market research suggests low levels of engagement with industrial archaeology even among audience segments who tend to visit heritage sites, it is noteworthy that suggestions related to social and economic history as much as to engineering and technology.
- There were relatively few comments about Dartmoor and the Tamar Valley, which may indicate that people are not so knowledgeable about the connections to Tavistock's heritage and so were uncertain about what comments to make.
- There were also few comments about the WHS section but this may largely have been because, due to the cramped nature of the building, this space was used as the visitor welcome area.
- Comments collated under the 'other' category included general remarks about, for example, foreign language translations, the relative merits of audio and the number of toilets.
- The very low numbers for the court room and robing room are unsurprising as they featured on the survey form.

Telling the Guildhall's Story - Open Day Visitor Survey

Respondents were asked their opinions about different ways of telling the story of the Guildhall building. Adding the totals of people who strongly agree and agree with each option produced the following indication of their preferred methods of interpretation:

Restoring a police cell	93
Displaying police artefacts	89
Trails and hands on displays for children	88
Short explanatory leaflet	87
Guided architectural tour	83
Interactive screens	84
Guide book	77
Audio tour	70
Guided tour with the guide in historical costume	59
Using smart phones to access information	52



4.6.5 Public consultations - qualitative analysis

Qualitative analysis of comments made at the open day and by visiting groups related to interpretive themes and topics, interpretation methods and suggested activities.

Overall, there has been great enthusiasm for the project and very few negative comments. The main issues are summarised here.

The building and interpretation - general remarks

- There was strong support for conserving as much of the building as possible and telling the story of its whole history, including the medieval and post medieval use of Trowte's House before it became a police station.
- There was strong support for retaining features relating to the police use of the building from all periods including cells, graffiti in the cells and court, and modern fittings such as interview room tiles.
- A few people raise concerns about the lack of space and suggested that the original plans for interpretation were attempting to cram in too much. This was reiterated by the former Head of Protection at English Heritage and two members of the Tavistock Heritage Trust shadow board when they visited the Guildhall. The HLF mentor also expressed similar concerns. It was agreed by the Activity and Interpretation team that the original scheme should be revised to address this issue.
- It was suggested that cyclists need a lockable bike stand in Guildhall Square and lockers in the building to be able to store cycle bags which could be charged for.

Policing and justice

- There was general support for the proposal to restore police cells but many people emphasised the importance of retaining their authenticity.
- Consultees were particularly interested in the personal stories which revealed the changing nature of crime and punishment and the daily living and working routines of both prisoners and the police.
- Ideas for presenting these stories included reconstructing the cells to show change over time; using 'prisoners' voices', for example to tell the story of the 1891 flood; 3D projection; costumed dummies; a 'prisoner experience' for children; re-enactment; historic photographs of police and prisoners.

Tavistock's (World) Heritage

- A very extensive range of themes and topics across a wide time frame were suggested.

- There was a high level of interest in the abbey, the Dukes of Bedford and their buildings and the town's social history.
- A significant number of people indicated an interest in Tavistock's long term physical development and how it changed over time. Proposed ways of conveying this included interactive digital displays, maps and images.
- There appears to be a relatively low awareness of why Tavistock is included within the World Heritage Site. A significant proportion of comments received in the WHS display areas were about non WHS topics.

World Heritage Site

- The few comments which were received tended to stress the need for a simple explanation of what the WHS is and why it is important.
- Suggestions emphasised the importance of signposting visitors to things to do and see, for example through introductory film or direct video links to other sites within the WHS.

Tavistock Canal

- Suggested content ranged widely including why it was built, the impact on Tavistock and Morwellham, canal history, technological challenges and the life of John Taylor.
- Ideas for presenting the canal included images, interactive map showing the route and creating a partial mock up of a canal boat.

Tamar Valley and Dartmoor

- The very small number of responses tended to focus on social history for Dartmoor (e.g. the stannaries' and livelihoods) and flora and fauna in the Tamar Valley. The most comments came from Tamar Valley Tourism Association members who took a broader approach including railways, orchards and buildings.

Court Room

- There was very strong support for making the space available for multiple functions and for community use. The principle suggestions fell into the following categories:
 - ❖ Mock trials and re-enactments for schools, families and the general public.
 - ❖ Exhibitions about the history of policing and justice.
 - ❖ Events and performances including lectures, music and drama, weddings
 - ❖ Venue for meetings for the Town Council and community groups
 - ❖ Venue for hire e.g. for filming.
- Of these, mock trials and re-enactments were by far the most popular.

- There was lively discussion about what alterations should be permissible in the court to facilitate performances. Members of performing arts and music groups showed some tendency to suggest permanent changes to the table area in front of the bench, but this was generally a minority view. Others suggested the potential for removable staging.
- Only a few ideas were offered for interpretation (as opposed to activities) in the court, principally labelling to indicate the function of each area and recorded such as folk songs about crime or mining;

Interpretive displays - general

General suggestions for presenting interpretive displays included:

- Comparing historical and contemporary photographs.
- Tactile and hands-on exhibits e.g. metal minerals, working models.
- Audio visual displays e.g. the Man Engine in Tavistock.
- Digital interactives e.g. QR codes, maps. .
- A wooden puzzle showing the ages of the building.

Activities

- The following activities were most popular:
 - ❖ Dressing up for adults and children.
 - ❖ First or third person interpretation.
 - ❖ Guided and self-guided town tours.
- Specific offers of help were made for:
 - ❖ An art competition and exhibition representing the Guildhall while empty and before restoration work started. Competition entries could be judged in different categories, such as schools and professionals. The craft shop owner who proposed the idea offered to help organise it.
 - ❖ Representatives from Tavistock & District Embroiders' Guild offered to create a tapestry for display in the Learning Space.
 - ❖ One participant suggested that the court room would be a good venue to perform Gilbert and Sullivan's operetta *Trial by Jury* and indicated that he might be willing to direct it.

Research issues

A number of potential research areas were raised during the consultations:

- A History Society member suggested that some of the window panes in the courtroom had been made opaque by adding a film to them when the Guildhall was used as a movie set in the 1970s.
- The royal coat of arms in the court room appears to be pre Victorian and so predates the Guildhall.
- Research was needed into the wood used for the court furniture. It was suggested that the date at which imports of Norwegian pine were known to have begun was very close to that when the Guildhall was completed.
- During the open day several people who had worked in the police or the judicial system indicated that they were willing to be interviewed for an oral history project about their experiences of working in the police station and the court.

Visitor Information Service

- There was very strong support for the development of a visitor information service as part of the project, both among business organisations and more generally.
- Tamar Valley Tourism Association members who visited the Guildhall voted unanimously in favour of including the tourist information service and generally approved the proposed operating model of using a volunteer workforce led by a part time professional manager.
- Tourism professionals emphasised the importance of providing information through personal contact with visitors in enhancing the tourist experience rather than relying on digital media.
- The role of the Guildhall centre in orientating visitors to places to visit was generally welcomed and it was suggested there should be links to walking and cycling trails. .

4.6.6 Consulting Young People

Consultation sessions were held with four groups from the scouting movement aged 6 to 18 and a group of Tavistock College students across all key stages aged 11 to 18.

Activity sessions

The detailed content of each session was tailored to the group's age and knowledge but they followed a similar format:

- Exploring the Guildhall basement and cells and providing ideas about how the building could be made fun to visit once it was restored as an interpretation centre.
- Q&As about the history of the building in the context of medieval and Victorian Tavistock.

- An improvised mini trial of someone accused of stealing a loaf of bread in the mid 19th century with members of the group playing different roles.
- A handling session with historical police artefacts (but not Tavistock College).

The main purpose was to find out how the young people thought a visit to the Guildhall could be made fun and interesting. The main results were:

- There was almost unanimous support for restoring police cells while leaving things unaltered so that visitors could appreciate changes over time. Ideas for interpreting the cells included using holograms and dummies. The young people wanted to know about the prisoners' personal stories and the nature of their crimes. .
- There was also strong support for providing costumed guided tours with the guide adopting a historic character.
- There was a clear preference for active engagement:
 - ❖ There was strong support for participating in role play involving both prisoners and the police. All age groups agreed this was preferable to passively watching re-enactors because, as one cub explained, joining in 'is more funner'.
 - ❖ At the end of the evening, when the cubs and scouts were asked which of the activities they had enjoyed most, they overwhelmingly chose taking part in a mini mock trial followed by handling and discussing police artefacts. Exploring the building and discussing Tavistock's history received very few votes.
 - ❖ The Explorer Scouts and Tavistock College students completed questionnaires in which mock trials were the most commonly suggested activity in the court.
- Other ideas were:
 - ❖ A child friendly trail or maze to explore the building.
 - ❖ Police artefacts on display in cases.
 - ❖ Prison activities and workshops e.g. dressing up.

Questionnaires

The Explorer Scouts, who were aged 14 to 18, and the Tavistock College students were also asked to complete the same questionnaire that had been used for the public open day asking them to indicate their preferred ways of presenting of telling the story of the Guildhall.

Among the Explorer Scouts adding the totals of those who strongly agree and agree with each option produced the following order of popularity:

Displaying police artefacts	14
Trails and hands on displays for children	11
Restoring a police cell	10
Guided architectural tour	9
Guided tour with the guide in historical costume	7
Interactive screens	7
Guide book	7
Audio tour	6
Using smart phones to access information	4
Short explanatory leaflet	3

Among the Tavistock College students the results were:

Interactive screens	9
Trails and hands on displays for children	9
Displaying police artefacts	8
Restoring a police cell	8
Guided tour with the guide in historical costume	8
Audio tour	7
Guided architectural tour	6
Guide book	6
Using smart phones to access information	4
Short explanatory leaflet	5

However, the options with which most students said they strongly agreed were restoring a police cell displaying police artefacts and a costumed guided tour, all of which scored 7.

Strikingly, neither group showed much support for using smart phones and both attached little importance to written guides. .

Tavistock College students also discussed how the story of Tavistock might be told in the Guildhall centre. Their ideas included using models, interactives and time-lapse filming to show how the town changed over time,

Overall, the young people's views were not dissimilar to those expressed by adults. However, they expressed a very clear partiality for costumed guided tours (rather than

architectural tours) and a very clear preference for engagement which provides opportunities for active participation such as role play, trails and dressing up.

4.7 Learning from others

4.7.1 Visit to Museum of Somerset

The Activity consultant and the Guildhall project Business Planner, who arranged the meeting, met Susie Simmons, the Museum of Somerset Visitor Services Manager, at the museum in Taunton on 30 November 2016. The aim of the meeting was to find out what lessons could be learned from the museum's income generating activities.

The museum is operated by an independent charity, the South West Heritage Trust, which was established in 2014 to take over the management from Somerset County Council. It has 6 full time equivalent members of staff and about 80 volunteers. Income generation is a key performance indicator for the Visitor Services team. In 2017 the Trust will start to charge for all activities over and above free entry to the museum.

The main points raised in the meeting were:

- The museum's education programme is delivered entirely by paid staff. Schools are charged £3.50 per child for a 90 minute session excluding the cost of photocopying worksheets. Schools prefer to visit in the middle of the day because they reduce costs by using the same coaches that transport the children at each end of the school day. The museum hosts about 6 classes of c30 children per week.
- The most profitable activity is guided tours of the museum priced at £3.50 per head led by paid museum staff. Tour participants spend more per head in the shop than normal visitors.
- The museum runs volunteer led guided walks of Taunton in partnership with the Tourist Information Centre. Tours, which last 90 minutes, cost £3 per head and generate a profit of £1000. The volunteers conduct their own research to inform their particular tour. There are always two volunteers on a walk and they share the talking. There are a total of eight guided walks volunteers who were recruited from the existing volunteer pool.
- Private out of hours viewings of the museum are charged at £10 per head. The target audience is groups such as WI branches.

- Children's half term activities will be charged from February 2017 at £1 or £1.50 per head.
- A children's Easter egg trail makes a profit of £2500. The charge is £1 for each child who receives a colour photocopy trail around the museum and a small prize for completing the trail. The main audience is town residents.
- The museum hosts a different trail each school holiday. The target audience is 4 to 11 year olds so the trails have graded tasks, for example every trail has questions on colouring and counting to cater for the very young.
- There is an annual Halloween evening event charged at £3 per person. Activities include craft making and storytelling and visitors are encouraged to come in costume.
- The museum can be hired as a venue for corporate events. The Great Hall is hired at £175 for the first hour and £150 for each subsequent hour although in practice this tends to work out at nearer to £100.
- Birthday parties are hosted at £10 per child for activities plus an additional charge for food. They last 90 minutes and include dressing up as knights and princesses, pass the parcel, other traditional games and a birthday tea. Activities are led by a staff member. Susie can advise on the museum's Terms and Conditions.
- Family days have been run on Sundays when the museum is usually closed. The charge per head is £3. However, although these events tend to be great fun, they require a lot of effort for a low financial return.
- There is a Tea and Talk programme which is charged at £5 per head.
- Evening talks are charged at £9.50 per head which includes a cup of tea. Speakers tend to be well known and prestigious authors who will often reduce their fee in return for an opportunity to sell their books.
- Volunteers are offered price reductions, usually for events. The museum does not pay volunteers' expenses unless the volunteer is undertaking something beyond their usual duties.

- The total number of visitors is about 70,000 per year. Donations average about 35p per head and generate c£24000.
- The museum was closed for two years for refurbishment. Key lessons from the delivery phase of this HLF funded project were:
 - ❖ There is a risk of devoting too much effort to capital works and allowing insufficient time to establishing the visitor facing side of the operation.
 - ❖ It was beneficial to have had guided tours prepared ready for when the museum reopened and they had taken advance bookings for these.

4.7.2 Kingsbridge Tourist Information Service

The Activity consultant met the TIC manager, Samantha Dennis on 24 February 2017. The purpose of the visit was to find out more about the TIC's business model and operations.

- Kingsbridge TIC is a charitable limited company with three directors. The building was paid for by the previous directors.
- The TIC is self-financing and raises most of its income from:
 - ❖ Selling advertising in a free visitors' guide, *Hello Kingsbridge and South Devon*, which has a print run of 50,000. This raises c£45,000.
 - ❖ Sale of listings on the website and poster space in the TIC windows raises c£8000.
 - ❖ Shop sales which raise c£8000.
- The TIC is run by a full time manager, who is a director, and 16 volunteers who are organised into 12 shifts. There are always two volunteers on duty. The TIC is open all year Monday to Saturday.
- Volunteers receive some initial training but mostly learn on the job from each other and the manager. Some familiarisation trips are organised to local attractions.
- The TIC takes bookings for accommodation, for which it charges a deposit agreed with providers.
- The TIC takes bookings for local events in return for which a donation may be requested but they do not push hard on this.

- The TIC only displays leaflets distributed by Westward and Publicity South West, the main regional distributors, from attractions who are paying TIC advertising customers. Other leaflets are kept in store and provided if requested.
- Retail sales are important but the ethos is to emphasise the primary TIC function and not to turn the space into a shop. The main sale items are maps and books on sale or return from Tormark, greetings cards, a few quality gifts from local suppliers.

4.7.3 Cornish Mining WHS Key Centres - Heartlands and Geevor

Both Heartlands and Geevor fulfil the Key Centre function of introducing WHS values and significance and signposting visitors to other places to visit. They demonstrate in their different ways how the Key Centre role can be effectively performed while retaining their own particular identities and site specific focus for interpretation. This approach is the model for the development of the Guildhall as the hub within the Tavistock Key Centre.

Heartlands is a 19 acre site with free entry which was developed by Cornwall County Council as part of a community regeneration scheme in Pool and is now run by a charitable trust. As well as industrial heritage the site includes art and craft studios and residential apartments. Heartlands' USP is probably its reputation for hosting large scale free events. Recent examples include a Holistic Health & Spiritual Weekend, a Jazz Picnic and a car show. A flavour of the site can be gleaned from the marketing slogan on large billboards near the entrance which read '19 Acres of Cultural Candy'. WHS facilities include Robinson's Shaft engine house, Diaspora Botanical Garden, former mine buildings and a visitor centre which includes interactive geology displays, miners' oral testimonies, winding gear and boilers. Heartlands also functions as a gateway to the WHS in central Cornwall including East Pool and King Edward mines. Site wide interpretation highlights WHS themes and signposts other places to visit through an interactive map and timeline, a 270° film projection titled *Frame of Mined*, and interpretation panels including one which invites visitors to plan trips to other sites.

Geevor Tin Mine is the Key Centre for the western part of the WHS including Botallack, Levant Mine, Godolphin and Hayle. It is managed by the Pendeen Community Trust who lease the site from Cornwall County Council. Geevor's USP is an underground tour which accounts for 98.4% of ticket sales. The site retains something of the atmosphere of a working mine and visitors are expected to wear hard hats. Above ground interpretation includes the miners' dry, where Geevor's workforce are movingly commemorated, mine

buildings, tin processing plant and the Hard Rock museum which includes displays on geology, the uses of tin, mining techniques, tin processing and Geevor's history. Geevor also has rooms devoted to its Key Centre role where interpretation panels, for example on the Levant disaster, and museum artefacts, such as a 19th century pewter dinner service from the Botallack Count House, introduce visitors to Site wide themes and other attractions. A map shows all the WHS Areas and includes an image of Tavistock under the heading 'Explore the Urban Legacy'.

4.7.4 The Museum of Dartmoor Life, Okehampton

The Museum of Dartmoor Life offers an instructive example of how to create an operating model which uses a part time manager and voluntary volunteer managers to effectively run a community based heritage site and tourist information service.

The museum is owned by the Dartmoor Museum Association, which is an independent charity managed and administered by a committee of trustees who are elected annually by the membership. It is run by a part time manager, who works three days per week, and a group of volunteers. Since 2012 new trustees, a new manager (and, since late 2016 his successor) have successfully reversed many years of neglect and ineffective management which had seen cumulative financial deficits, falling visitor numbers, a loss of volunteers and poor community relations. From 2013 there was a financial surplus, grant income increased, the number of volunteers rose from 10 to 25 and the number of paying visitors increased by over 20%. The museum was recognised by the Museum Development Officer as an exemplar of change management and in 2015 the manager was invited speak at the Association of Independent Museums annual conference about using the Accreditation process to transform a small museum.

The museum is smaller than the anticipated Guildhall centre but there are important lessons for the Tavistock Heritage Trust as a brand new community heritage organisation.

- In 2014 the museum took over the Tourist Information Centre when the TICs in Okehampton and Tavistock were closed by West Devon Borough Council. As well as increasing footfall and shop sales, new volunteering opportunities were created. For many of the new volunteers helping in the TIC and sharing their knowledge of the locality was a stronger motivator than helping with heritage per se.

- To mitigate having a part time manager a system of volunteer management was introduced with lead volunteers being appointed to specific areas of responsibility including marketing and PR, site maintenance, retail management, events and volunteer coordination and recruitment. Lead volunteers formed a management group chaired by the museum to speed up decision making and ensure that the museum is covered on days when the manager is not employed. After a trial period it was decided that trustees should not attend so that the distinction between strategic governance and operational management could be clearly maintained.
- A culture of openness to new ideas, experimentation, professionalism and decision-making on the basis of evidence not anecdote has been fostered. Workable systems for recruiting, selecting and supporting volunteers have been created based on good practice elsewhere such as the National Trust. Volunteers are engaged and their feedback encouraged through meetings, informal feedback and an annual questionnaire. There are quarterly training sessions (including customer care, local health and safety, retail) and volunteers are encouraged to attend training provided by the South West Federation of Museums and Art Galleries. There is also a regular series of social events including trips.
- The museum re-establishing itself as a vibrant community facility which contributes positively to Okehampton's social and cultural life. It does this by organizing temporary exhibitions with local artists and organisations including schools, hiring out space for community use such as the Baring Gould Festival, encouraging school and group visits, and developing an exciting and varied events programme in school holidays.

4.7.5 WHS Discover the Extraordinary/Rags to Riches Project Evaluation

'Rags to Riches' was a learning and cultural project in 2014-15 commissioned by the WHS under the Management Plan aim that: 'The distinctiveness of Cornish Mining culture should be celebrated, promoted and propagated'. The project was developed and delivered by Golden Tree Productions to test the proposal that: "Combining cultural and learning activities is a cost-effective high-impact strategy for communicating the CMWHS key aims'.

Golden Tree recruited artists to engage young people and communities in creative activities in Hayle, Pool and the Tamar Valley. Among the schools included were three in the Tavistock area. According to the project evaluation the most successful of the Tamar Valley

learning projects was that involving Bere Alston primary school whose pupils researched and designed a graphic map describing the Cornish mining diaspora with the support of a young graphic designer. This work culminated in a four-metre public art piece for permanent display on Platform Three (Tamar Valley Line) at Plymouth Railway Station, which was unveiled by the children.

The project evaluation made the following recommendations:

Working with schools

- Work in partnership with education agencies and other strategic networks
- Plan and make contact well in advance of any project delivery
- Explicitly articulate curriculum benefits
- Secure endorsement of head teachers and senior management
- Enshrine schools' commitment contractually

Working with heritage partners

- Through projects, facilitate greater collaboration between sites
- Recognise existing expertise and make good use of it
- Incentivise a clear, joined-up learning offer
- Commission 'overview' introductory Learning Materials
- Host 'one-stop' online learning site with user-friendly access to all resources

Working with Artists and other adults

- Facilitate real interactions with 'real' people and first-hand experiences
- Train and deploy artists as informed heritage champions.

4.8. Implications of the consultations for Activity Planning

- The police and justice theme is extremely popular and many people want to learn more about the personal stories and daily lives of the police and prisoners. Activity planning and marketing the Guildhall needs to recognise the potential of this theme for inspiring audiences to visit.
- A key theme for Tavistock interpretation is how the town developed over time, from the medieval abbey to the town planning and civic buildings provided by the Dukes of Bedford.

- A range of sub themes and topics were suggested to inform the second tier of interpretive planning for the World Heritage gateway including the Tavistock Canal, Dartmoor and the Tamar Valley. These need to be organised in a clear hierarchy below the primary themes of World Heritage, architecture and buildings and policing and justice.
- Among adults the five preferred ways of telling the story of the Guildhall are:
 - ❖ Restoring a police cell.
 - ❖ Displaying police artefacts.
 - ❖ Trails and hands on displays for children.
 - ❖ Short explanatory leaflet.
 - ❖ Guided architectural tour.
 - ❖ Interactive screens.
- Among young people the preferred ways of telling the Guildhall story differ from those of adults in that there is a preference for costumed tours led by guide in character, rather than architectural tour, and little interest in a leaflet.
- People have contributed a wide range of ideas for interactive interpretation and activities. These need to be incorporated into interpretation and activity planning which needs to emphasise opportunities for active engagement rather than passive observation.
- There is strong support for the court serving multiple purposes, including mock trials and performing arts events, and being available for community use.
- There are a number of opportunities to develop research projects which can inform interpretation such as oral history and building recording.
- The development of a tourist information service as an integral part of the project is strongly supported.
- There is a good opportunity to create a strong partnership between the Guildhall project and the South West Police Heritage Trust covering both the loan of artefacts and collaborative projects to engage volunteers from the target audiences including young people.

- Local schools are keen to work with the project. There is an opportunity to develop learning projects, including outreach, which meet the schools' requirements within the National Curriculum and also fit within the WHS priority learning objectives.
- There are many examples of good practice in the region from which the Guildhall project can learn. As noted in section 4.7 these include models for volunteer management, interpretation in WHS Key Centres, income generation from activities and experiences of running community engagement projects.

4.9. Barriers to engagement

This section draws on pre-existing documentation and current consultations to summarise factors which appear likely to exclude people from engaging in the Guildhall project and Tavistock's heritage.

4.9.1 Organisational Barriers

- For many people in the catchment(s) beyond the immediate Tavistock area the town is not perceived as a destination for a day or half day out. And the Guildhall is a new venture. The project will rapidly need to establish a high profile brand and communicate clear messages to compete and appeal to target audiences such as families.
- As the Guildhall is a new venue adequate resources and time will be required to develop marketing including brand identity and communications e.g. website and social media.
- THT is a new body. Training will be required to ensure that Trustees understand and are able to fulfil their roles and responsibilities for the governance of a World Heritage attraction. These include financial oversight, duty of care to staff and volunteers, partnership working and meeting WHS quality standards for the Guildhall and its activities.
- As a new organisation THT does not have a volunteer workforce. Procedures and organisational structures will need to be introduced to ensure that sufficient numbers of volunteers are recruited, trained and managed effectively for the project to be sustainable.
- There is little provision for formal heritage learning in Tavistock. The project will begin to provide this for local primary and secondary schools.

- Groups currently providing heritage experiences in Tavistock are predominantly run by and cater for older adults and people with special interests. There is a need for activities and interpretation which are driven by the needs of new and more diverse audiences.

4.9.2 Learning and Intellectual Barriers

- Many residents and potential visitors have a limited understanding of Tavistock's heritage significance including its importance as a World Heritage Site and the Guildhall's place within it. This needs to be communicated through clear interpretation and learning activities with specific learning objectives and outcomes.
- Tourists and residents do not always receive sufficient information about places to visit and activities in the locality where they can learn more about heritage. The provision of visitor information and the WHS gateway in the Guildhall will help to overcome this.
- Current heritage interpretation in Tavistock is mainly available in the form of books and information boards. The town's heritage needs to be made more intellectually accessible to more and a wider range of people by providing a wider range of interpretation and activities, especially to families, young people and people with learning disabilities.
- Teaching staff in local primary and secondary schools do not necessarily have specialist knowledge or time to utilise the learning opportunities available in Tavistock or to prepare learning materials. There has been little partnership working between local heritage experts (professional or amateur) and schools.
- There is currently little opportunity for local people to participate in research projects about Tavistock's history.

4.9.3 Social and Cultural Barriers

- Many local people have little experience of joining in heritage activities such as research projects and may feel it is either not interesting or 'not for people like us.'
- The Guildhall project has lost some goodwill and momentum due to delays in the development phase and the formation of THT. This is reversible and building strong partnerships with members of the Advisory Forum can bridge this gap with people who are keen to assist.

- Young people, including those at risk of offending, are often excluded or feel themselves to be excluded from heritage developments in Tavistock.

4.9.4 Financial Barriers

- Cost is a potential obstacle to low income families participating in heritage activities.
- For schools the cost of transport and activities is increasingly a barrier to trips.

4.9.5 Physical and Sensory

- People with disabilities have limited physical and intellectual access to Tavistock's heritage. For example interpretation boards are often set too high to be read by wheel chair users.
- The Guildhall, and other heritage sites in the town, are difficult to access for people with limited mobility or visual impairment. The project's capital and interpretation plans will need to make the building and the town's heritage more accessible.

5. Involving People in the Guildhall Project

5.1 Introduction

This section brings together the findings of the previous sections in order to clarify the audiences this Activity Plan will seek to address and the objectives, outcomes and outputs which it seeks to achieve. The programme for achieving these is then set out in the Action Plan in section 6.

5.2 Project Vision and Aims

The project vision and aims have been detailed in section 2.2 and 2.3.

5.3 Audiences

5.3.1 HLF Round 1 Application

The project's Round 1 application followed the 2013 Tavistock WHS Key Centre Learning Strategy in identifying the following existing and target audiences.

Existing audiences	Target audiences
<p>Main groups:</p> <ul style="list-style-type: none">• Special interest groups• Family/local historians• Adults	<p>Main groups:</p> <ul style="list-style-type: none">• Schools – especially in immediate vicinity• Teachers• Families with children• Tourists
<p>Secondary groups:</p> <ul style="list-style-type: none">• Business/tourism sector• Schools• Families with children• People with disabilities	<p>Secondary groups:</p> <ul style="list-style-type: none">• Adult learners• Young people• HE/FE groups• People with disabilities• Older people• Special interest groups• Family historians

5.3.2 HLF Round 2 Audiences

One of the aims of the development stage consultations and the market assessment was to refine the Activity team's understanding of its target audiences and their needs.

After discussion with the mentor, Laura Hetherington, it was agreed that rather than simply identifying target audiences, it was preferable to differentiate between (a) new audiences who are relatively easy to reach and (b) target groups who are difficult to reach and require very precisely targeted projects.

Following the analysis of the consultations and the market assessment it was decided that the audiences for the Guildhall project would be:

Current audience

- Special interest groups
- Local/family historians
- Adults

These three groups form the core of the existing heritage audience in Tavistock. While the project will, and should, develop and expand new audiences, these existing audiences will be important in ensuring the Guildhall's viability, both as potential visitors and as volunteers.

Demographic and audience segmentation data shows the potential for the Guildhall project to grow this audience, especially older adults. The catchment area's population is older than the national average and many are retired or semi-retired. The relatively large size of the *Homes and Heritage* segment is a significant market which can be attracted through mainstream activities, such as guided tours and talks, and by appealing to special interest groups such as U3As. There is a high propensity to volunteering among the project's main audience segments which will be important in maintaining the voluntary volunteer management operational model on which the Guildhall's sustainability depends.

New but relatively easy to reach:

Schools, with a focus during the delivery phase on those within walking distance

There is a large schools market with 30 minutes drive of the Guildhall, especially the 114 primary schools educating over 27,000 children. A formal learning programme which aims to meet the needs of this market will be developed during the delivery phase and launched for when the Guildhall opens to the public in 2020.

During the delivery phase the focus will be on producing in-depth and pilot projects with local schools within walking distance of the Guildhall. Tavistock and Whitchurch primary schools and Tavistock College have responded enthusiastically to the opportunity for collaboration.

Families with children, especially those with children aged 5 to 11

The current audience for heritage in Tavistock is dominated by older adults which reflects the area's demographic profile which has a larger proportion of older adults than the national average. However, the Guildhall's catchment also contains a large number of families with children, including in the Plymouth urban area. The *Trips and Treats* segment are strongly motivated by their children's interests and are looking for mainstream activities which are fun and family friendly.

The project will target families with children aged 5 to 11. In addition to family events, one effective way to engage with this audience is by working with organisations such as local schools. The advantage of such an approach is that it offers the opportunity to target lower income families who might not usually engage with heritage.

Tourists

The market assessment demonstrated the importance and potential of the West Devon day and visitor market. There is scope to attract both independent travellers in the key ArkLeisure audience segments, *Traditionals* and *Cosmopolitans* by capitalising on the town's unique industrial past. Coach parties will be targeted through drivers' incentives and offering guided tours of the Guildhall.

Target group who are difficult to reach

Young people, especially those at risk offending.

Young people are often under represented among heritage audiences. This is especially the case with those who may be socially excluded for reasons such as poverty or special educational need. The opportunity to participate in a clearly focused heritage initiative can offer these young people very considerable benefits, including learning new skills, improving physical and sometimes mental health, greater self-confidence and enjoying the social contact which helping and working with others can provide. The Guildhall project will work in partnership with the South West Police Heritage Trust on an initiative which will be co-produced with young people at risk of offending.

5.4 Removing Barriers to Engagement

The table below indicates how this Activity Plan aims to break down barriers to people engaging with Tavistock's heritage.

Barriers to Engagement	Activity Plan Actions
<p style="text-align: center;">Organisational Barriers</p> <p>For many people in the catchment(s) beyond the immediate Tavistock area the town is not perceived as a destination for a day or half day out. And the Guildhall is a new venture. The project will rapidly need to establish a high profile brand and communicate clear messages to compete and appeal to target audiences such as families.</p> <p>As the Guildhall is a new venue adequate resources and time will be required to develop marketing including brand identity and communications e.g. website and social media.</p> <p>THT is a new body. Training will be required to ensure that Trustees understand and are able to fulfil their roles and responsibilities for the governance of a World Heritage attraction. These include financial oversight, duty of care to staff and volunteers, partnership working and meeting WHS quality standards for the Guildhall and its activities.</p> <p>As a new organisation THT does not have a volunteer workforce. Procedures and organisational structures will need to be introduced to ensure that sufficient numbers of volunteers are recruited, trained and managed effectively for the project to be sustainable.</p> <p>There is little provision for formal heritage learning in Tavistock. The project will begin to provide this for local primary and secondary schools.</p>	<p>Produce and implement a Communications Plan as a priority once appropriate staff (Project Coordinator and Development Officer) are in post.</p> <p>Implement the Communications Plan</p> <p>Commission new website</p> <p>Invest in Project Coordinator and Development Officer roles with the professional heritage skills and experience to advise Trustees about sources of training and support e.g. AIM, SW Fed, WHS Office.</p> <p>Recruit Development Officer to produce procedures & manage volunteer workforce.</p> <p>Implement Volunteer Plan and Volunteer Training Plans.</p> <p>Set up operations group of lead volunteers chaired by Development Officer.</p> <p>Recruit Learning and Participation Freelancer with appropriate skills and experience to plan and deliver the formal learning programme.</p>

<p>Groups currently providing heritage experiences in Tavistock are predominantly run by and cater for older adults and people with special interests. There is a need for activities and interpretation which are driven by the needs of new and more diverse audiences.</p>	<p>Deliver formal learning projects with local partner schools as scheduled in Activity Plan.</p> <p>Develop and trial learning resources and workshops ready for operational phase.</p> <p>Implement Activity Plan which identifies new audiences and their needs based on extensive consultation.</p> <p>Develop evaluation framework to ensure new audience's needs are being addressed.</p> <p>Target a wide range of individuals and groups to reach new volunteers.</p>
<p>Learning and Intellectual Barriers</p> <p>Many residents and potential visitors have a limited understanding of Tavistock's heritage significance including its importance as a World Heritage Site and the Guildhall's place within it. This needs to be communicated through clear interpretation and learning activities with specific learning objectives and outcomes.</p> <p>Tourists and residents do not always receive sufficient information about places to visit and activities in the locality where they can learn more about heritage. The provision of visitor information and the WHS gateway in the Guildhall will help to overcome this.</p> <p>Current heritage interpretation in Tavistock is mainly available in the form of books and information boards. The town's heritage needs to be made more intellectually accessible to more and a wider range of people by providing a wider range of interpretation and activities, especially to families, young people and people with learning disabilities.</p>	<p>Deliver well structured, coherent learning and interpretation programmes with common themes, objectives and outcomes as stated in Activity and Interpretation Plans.</p> <p>Recruit and train volunteer tourism assistants.</p> <p>Recruit and train volunteer Guildhall stewards who can signpost visitors to appropriate sites.</p> <p>Implement Interpretation Plan including techniques for interactive, digital, two way and person to person interpretation.</p> <p>Recruit and train volunteer town and Guildhall guides who can communicate with different audiences.</p> <p>Deliver informal learning programme including art competition and family days ensuring activities are designed for a range of ages and abilities including for people with learning disabilities.</p>

<p>Teaching staff in local primary and secondary schools do not necessarily have specialist knowledge or time to utilise the learning opportunities available in Tavistock or to prepare learning materials. There has been little partnership working between local heritage experts (professional or amateur) and schools.</p> <p>There is currently little opportunity for local people to participate in research projects about Tavistock's history.</p>	<p>Invest in a Learning & Participation Officer to work with local schools and deliver outreach sessions in delivery phase and create Guildhall based sessions for the operational phase.</p> <p>Recruit and train learning & events volunteers to help deliver learning sessions.</p> <p>Produce learning materials tailored to national curriculum requirements ready for the Guildhall operational phase.</p> <p>Recruit, train and mentor research volunteers for the Guildhall Memories oral history project.</p> <p>Provide partnership project with SW Police Heritage Trust to research police artefacts for rotational displays.</p>
<p style="text-align: center;">Social and Cultural Barriers</p> <p>Many local people have little experience of joining in heritage activities such as research projects and may feel it is either not interesting or 'not for people like us.'</p> <p>The Guildhall project has lost some goodwill and momentum due to delays in the development phase and the formation of THT. This is reversible and building strong partnerships with members of the Advisory Forum can bridge this gap with people who are keen to assist.</p> <p>Young people, including those at risk of offending, are often excluded or feel themselves to be excluded from heritage developments in Tavistock.</p>	<p>Ensure activities and interpretation are fun and creative; emphasise 'everyday' nature of experiences being recorded in Guildhall Memories project.</p> <p>Plan and deliver communications programme including regular progress reports through project e newsletters, social media and website.</p> <p>Engage forum members as THT Trustees and volunteers.</p> <p>Consult forum member organisations and use their specialist expertise and resources to support delivering activities e.g. Tavistock Museum collections and archives.</p> <p>Youth project in partnership with SW police Heritage Trust will be based on principles of co-production so young people 'own' the project and its outcomes.</p> <p>Target young people individually and through youth groups for volunteer recruitment.</p>

<p style="text-align: center;">Financial Barriers</p> <p>Cost is a potential obstacle to low income families participating in heritage activities.</p> <p>For schools the cost of transport and activities is increasingly a barrier to trips.</p>	<p>Family activities provided during the delivery phase are free and those developed for the operational phase will be low cost.</p> <p>Entry to the Guildhall will be free and this will be emphasised in marketing.</p> <p>Work with local schools within walking distance of the Guildhall.</p> <p>Produce and trial outreach sessions for delivery in schools.</p> <p>Operational phase sessions produced for schools will be low cost.</p>
<p style="text-align: center;">Physical and Sensory Barriers</p> <p>People with disabilities have limited physical and intellectual access to Tavistock’s heritage. For example interpretation boards are often set too high to be read by wheel chair users.</p> <p>The Guildhall, and other heritage sites in the town, are difficult to access for people with limited mobility or visual impairment. The project’s capital and interpretation plans will need to make the building and the town’s heritage more accessible.</p>	<p>Interpretation design must take account of the needs of people with limited mobility and sensory impairments.</p> <p>Capital works include a providing lifts, ramps and minimising steps for physical access into and through the Guildhall.</p> <p>Volunteer stewards will be trained to assist all Guildhall visitors with sensitivity and courtesy.</p>

5.5 Activity Objectives

This Activity Plan has five objectives:

1. To communicate to diverse audiences the heritage significance of the WHS (and its wider local setting), Tavistock, and the Guildhall, and to inspire them to discover new places and gain new experiences.
2. To establish a creative programme of activities and events that attracts and stimulates families and other key target audiences.

3. To produce an exciting cross curricular formal learning programme for primary and secondary school students which focuses, in the first instance, on developing a special relationship between local schools and the Guildhall project.
4. To provide opportunities to carry out research and record evidence about Tavistock's World Heritage, focussing on the changing role of the Guildhall complex, policing and justice in the life of the community.
5. To provide people from different backgrounds, including young people at risk of offending, with opportunities for personal development and to develop new skills.

5.6 Learning Outcomes

This Activity Plan and the interpretation and orientation displays in the Guildhall Gateway Centre will deliver a set of learning outcomes. These learning outcomes create a focus for, and connect, activities and interpretation and provide a set of performance criteria against which the success of the Guildhall project can be evaluated.

The Guildhall project's learning outcomes are based on the Generic Learning Outcomes which have been developed by the museums and heritage sector for over a decade. These are: knowledge and understanding; skills; attitudes and values; enjoyment, inspiration and creativity; activity, behaviour, progression.

The Guildhall project's learning outcomes are:

1. Visitors, including tourists, families and school students, will learn why the mining landscape of Cornwall and West Devon is so internationally significant that it is given World Heritage status; many will be inspired to explore other places.
2. Visitors, including tourists, families and school students, will learn how and why the Dukes of Bedford planned Tavistock and created its magnificent architecture.
3. Visitors, including tourists, families and school students, will learn how policing and the justice system has changed since the Victorians.
4. Volunteers from a range of backgrounds will learn new research and oral history recording skills.

5. Volunteer guides and learning and events volunteers will learn how to communicate with a range of audiences.
6. Front of house volunteers in the visitor information service and Guildhall will learn new customer service and retail skills.
7. Tavistock Town Council staff will learn new skills for working on historic buildings.
8. People taking part in capital phase workshops will learn new conservation building skills.
9. People serving apprenticeships in building trades will learn new specialist skills during the building conservation and restoration phase.
10. Local people, including families and school students, will have a better understanding of Tavistock's historic environment and will value it more than previously.
11. Young people, people at risk of offending and others will learn new skills and acquire more confidence through personal development which will enhance their employment opportunities.
12. Visitors, especially families and school students, will have enjoyed taking part in imaginative, participative activities and some will be stimulated to take their interest further.
13. Some local residents, including young people, will be sufficiently interested and inspired by taking part in activities that they will choose to become more involved in managing and conserving Tavistock's heritage, for example by volunteering with Tavistock Heritage Trust or joining a local heritage organisation.

5.7 Interpretation Plan

The activities set out in this plan and the content of the displays which will be created in the Guildhall Gateway Centre are intended to communicate a set of interpretive themes. For full details see the Interpretation Plan.

5.7.1 Overarching theme

Tavistock – Urban Jewel of the Cornish Mining World Heritage Site

In the 18th and 19th centuries Cornwall and West Devon were transformed by metal mining, principally for copper, tin and arsenic. Mining created a unique cultural landscape including engine houses, miners' settlements, canals and railways which is so important that the region was inscribed as a World Heritage Site by UNESCO in 2006. In Tavistock profits from mining enabled the Dukes of Bedford to invest in new central streets, fine public buildings and 'model' workers' cottages, all of which make the town the urban jewel of the WHS.

5.7.2 Key themes

There are three key themes, each of which contains sub themes. There are full theme statements in the Interpretation Plan.

Key theme 1: gateway to the WHS and Dartmoor mining landscapes

Tavistock's location on the Devon- Cornwall border makes the town the gateway to some of the most fascinating mining landscapes in the world. To the east, people have been mining on Dartmoor since at least the Middle Ages and probably since prehistory. To the west the Tamar Valley and the other areas which make up the Cornwall and West Devon Mining Landscape World Heritage Site.

Key theme 2: architecture and buildings

The enormous wealth and the social and economic changes created by metal mining can be seen in Tavistock's architecture and buildings including foundries, civic buildings and industrial workers' cottages.

Key theme 3: policing and justice

The Guildhall is one of the finest examples of the public buildings created by the 19th century Dukes of Bedford. It was a pioneering attempt to combine the functions of a police station and court room in one building. The Guildhall reflected national reforms in policing and the justice system and the governing class's fears of rising crime and radicalism among the lower orders. But it was also motivated by the Bedford estate's need to tackle the problems of law and order associated with the social problems created within Tavistock by the mining boom.

5.8 The Activity Programme

The activity programme has been designed to meet the needs of the target audiences and to develop the key interpretive themes and topics. This section contains a brief description of

the activities, which are grouped under the relevant activity objective. There is a fuller description of the formal and informal learning programme in Appendix 2.

Objective 1: To communicate to diverse audiences the heritage significance of the WHS (and its wider local setting), Tavistock, and the Guildhall, and to inspire them to discover new places and gain new experiences.

Interactive interpretive displays in the Guildhall will be supported by a new Tavistock Heritage website which will act as a virtual interpretation centre. The website will provide more detail than the Cornish Mining WHS site, to which it should be linked, and project the Tavistock Key Centre Area's identity in a way comparable with Geevor's website (www.geevor.com). Another potential model is the website for Blaenavon at <http://www.visitblaenavon.co.uk>. It will enhance intellectual access, serve as an effective marketing tool and provide signposting and orientation to other places to visit and things to do within the Tamar Valley, Dartmoor and WHS Areas 8 and 9.

The establishment of a visitor information service is an essential component of the Guildhall project, which will significantly enhance the WHS gateway centre's orientation and signposting functions. In 2018-19 twenty volunteer tourism assistants will be established to welcome and inform visitor about heritage sites and activities in the Tavistock Key Centre Area. A group of volunteer guides will be developed to lead town tours tailored to the project's audiences, including families. During 2019-20 additional volunteers will be signed up to act as welcome hosts and guides for when the Guildhall opens to the public in April 2020.

Objective 2: To establish a creative programme of activities and events that attracts and stimulates families and other key target audiences.

In autumn 2018, before the Guildhall is closed for refurbishment, there will be an art competition stimulated by the empty building and the stories associated with it which will culminate in a public exhibition.

The competition will form the focus of the first of four family activity days planned for 2018 to 2020. The family days will be themed to explore different facets of Tavistock's heritage at different times of the year, including Mapping Tavistock's Eggselent Heritage at Easter 2019, building detectives to coincide with the Festival of British Archaeology and Tavistock's Tall Tales at October half term.

The Guildhall will open to the public in April 2020 with a launch event and open day. In preparation for the opening family drop in activities will be set up for half terms and school holidays to encourage repeat visits. A programme of regular events in the court will be developed including monthly tea and talks and four evening lectures with prestigious speakers.

Objective 3: To produce an exciting cross curricular formal learning programme for primary and secondary school students which focuses, in the first instance, on developing a special relationship between local schools and the Guildhall project.

The project will work with three local schools to deliver in-depth initiatives and pilot sessions which will then be made available to other schools through outreach or in the Guildhall once it opens to the public.

At Tavistock Primary school three outreach sessions will be trialled and evaluated with some 180 pupils in three year groups across Key Stages 1 and 2. These will cover: Building Tavistock (Year 2), Mapping the Town (Year 4) and Crime and Punishment (Year 6).

A class of 30 at Whitchurch Primary will follow the Guildhall's transformation from empty building to public opening as they progress from Year 4 to year 6. The project will work with the teachers to co-produce a learning project which will meet their national curriculum needs and will include working with professionals on building recording, researching the personal stories of police and prisoners, interpretation design and designing and trialling a family trail.

In September 2018 volunteers from the VI Form at Tavistock College will be recruited at the Freshers' Fair for a Tavistock Town Tour project. During the autumn and winter 2018-19 the volunteers will have the opportunity to work under the guidance of heritage professionals to devise, plan, trial and evaluate an interactive guided tour for local primary school pupils.

These school projects will be delivered by a freelance Learning and Participation Officer. The freelancer will also be tasked with creating and piloting a formal primary and secondary school learning programme which can be offered to schools once the Guildhall is open to the public. Their brief will include producing online pre- and post-visit learning resources.

Objective 4: To provide opportunities to carry out research and record evidence about Tavistock's World Heritage, focussing on the changing role of the Guildhall complex, policing and justice in the life of the community.

Although a great deal of heritage related activity takes place in Tavistock, there are few opportunities for people to participate in, or learn how to conduct, historical research. The Guildhall project will partner with the South West Police Heritage Trust to provide the chance for their volunteers to identify and research the history of artefacts in their collection which will form rotational displays in the courtroom as an aid to interpretation in the courtroom.

The Guildhall was a focal point in Tavistock's community life for some 150 years and there are many people in the locality who have recollections of the building when it was a serving police station and magistrates' court. Volunteers will be recruited and trained by an accredited oral historian to develop a Guildhall Memories project which will collect and transcribe interviews which will be used to inform interpretation of the building and provide a link between its history and the present.

Objective 5: To provide people from different backgrounds, including young people at risk of offending, with opportunities for personal development and to develop new skills.

The creation of opportunities for personal development and to acquire new skills is central to the Guildhall project. It lies at the heart of the project's dependence on volunteers to deliver the previous four objectives and is made explicit in this fifth one. In addition to the volunteers described previously, a team of learning and events volunteers will be equipped with the knowledge and skills to support and deliver activities.

Working with a freelance youth worker and the South West Police Heritage Trust, the Guildhall will be the venue for a project which will be co-produced with a group of young people at risk of offending. The project will take place during autumn 2018 when the building is accessible and it is proposed that the general theme will be changing attitudes to crime and punishment. However, in the spirit of genuine co-production the parameters and outputs, such as a performance or exhibition, will need to be determined, with appropriate guidance and support, by the young people themselves. There are excellent examples of what can be achieved through co-production in heritage places at Derby Silk Mill and the People's Museum Project in Luton.

The project will also improve skills that are directly related to the world of work. Work experience placements will be created for Year 10 and 12 students at Tavistock College. During the construction phase the main contractor will be required to create three placements, each lasting for four months, to provide apprentices with on site experience of conservation building techniques. The contractors' brief will also stipulate that eight

members of the Tavistock Town Council workforce will each receive one week on the job training to develop specific skills such as repointing and specialist carpentry for window refurbishment. There will also be two days of conservation building skills workshops, each catering for up to 10 members of the public which will complement those which have been successfully held under the Council's HLF funded Tavistock Townscape Heritage Initiative. The workshops will be advertised in the local press, project website and social media and by email to relevant community and special interest groups.

5.9 Project Outputs and Targets

Activity	Target
Art competition and exhibition before renovation	100 entries
Outreach sessions at Tavistock Primary School	180 children
In-depth Guildhall project with Whitchurch Primary School	1 class of 30 children through years 4-6, Sept 2018 - April 2020
VI Form project - Tavistock Town Tour	6 students; 90 primary school children
Tavistock College work experience in the visitor information service	4 students
Youth project in partnership with SW Police Heritage Trust	15 young people
Family activity days (4 x 250 family members)	1000 family members
Visitor information volunteers	20 volunteers
Volunteer town guides	8 volunteers
New Tavistock Heritage website	Online presence

Rotational police displays project	SWPHT volunteers (not counted for Guildhall project)
Guildhall Memories	10 volunteers collecting 20 interviews
Building apprenticeships	3 x 4 month placements
Tavistock Town Council Works Department	8 staff receive 1 week equivalent on the job conservation building training
Conservation building skills workshops	Two days - total 20 people
Volunteer Guildhall stewards	20 volunteers
Volunteer Guildhall tour guides	10 guides
Public launch	600 people
Recruit and train learning and events volunteers	10 volunteers
Post Opening Activities April 2020 - April 2021	Target
Schools online pre and post visit resources	Resource online - taken up by 15 schools.
School visits programme	20 sessions x 30 pupils
Family activity days	4 x 250 family members
School holiday self-guided trails & activities	6 x 250 family members
Tea and talks programme	1 per month
Evening lectures	4 per year

5.10 Resources needed to deliver this Activity Plan

5.10.1 Management of this Activity Plan

Operational responsibility for the Activity Plan will rest with a team comprising the Guildhall Project Delivery Coordinator, THT Development Officer and Learning & Participation

Freelancer. They will be responsible for planning, reviewing and making day-to-day decisions about delivering the Activity Action Plan. The team will also monitor the programme, risks and costs, to ensure that outputs and outcomes are delivered in accordance with the HLF Round Two application. The Activity Plan team will be accountable to the Guildhall Project Steering Group. Full details of these arrangements are in the project Business Plan.

5.10.2 Paid Staff

The following paid staff will be recruited to manage and deliver this Activity Plan.

Tavistock Heritage Development Officer

The Development Officer, who will be employed by the Tavistock Heritage Trust, will be responsible for the daily coordination and management of the Trust's operations, including operational management of the Guildhall Gateway centre and the associated visitor information service.

The Development Officer's remit will change as the Trust evolves and as the project moves from the HLF delivery phase to the public operation of the Guildhall.

- During the delivery phase the Development Officer will work with trustees to prepare the Trust for its role as delivery agent for the Guildhall visitor centre and will lead the delivery of this Activity Plan. Tasks will include setting up operating policies and procedures; recruiting and training volunteers; commissioning and managing learning and participation activities; developing and testing volunteer led guided tours; marketing and communications; launching the visitor information service and planning for the opening of the Guildhall visitor centre.
- In the operational phase the Development Officer will be responsible for managing all aspects of the Guildhall visitor centre and visitor information service including the operational phase elements of this Activity Plan.

There is a full job description in Appendix 3.

Freelance Learning and Participation Officer

The freelance L&P Officer will be responsible for coordinating and/or delivering the formal and informal learning elements of this Activity Plan including the schools' programme, family days, volunteer activities and in-depth projects. They will also be tasked with planning the

learning and community events programme which will begin when the Guildhall opens to the public in 2020.

There is a full brief in Appendix 4.

Specialist freelance and sessional support

Activity Plan delivery will also be supported by additional specialist freelance and sessional workers:

- An oral historian for the Guildhall Memories project - the brief is provided in Appendix 5.
- Freelance worker to support the youth project - the brief is provided in Appendix 6.
- Sessional workers to deliver aspects of the family activity days e.g. artists, storytellers.

Evaluation consultant

The project will commission an Evaluation Consultant, who will be accountable to the Project Delivery Coordinator.

See section 5.11 below for more details.

5.10.3 Volunteers

Successful delivery of this Activity Plan will depend on the support of a volunteer workforce. The project will recruit and train at least 50 volunteers to act as visitor information assistants, stewards, learning and event assistants and tour guides in the Guildhall and the town.

Volunteers will be led by the Development Officer and the Learning and Participation freelancer but there is also a need to develop a volunteer management structure, particularly as paid staff will be part time. An operating model will be developed with lead volunteers in management support roles and meeting in an operations group chaired by the Development Officer.

There is an outline volunteer plan with role profiles in Appendix 7 and an outline volunteer training plan in Appendix 8.

5.10.4 Partnerships

One of the aims of this Activity Plan is to stimulate creative and dynamic strategic and operational partnerships between the Tavistock Heritage Trust, Tavistock Town Council and the South West Police Heritage Trust (SWPHT). The SWPHT is a registered charity which was created in 2016 to take over the ownership and running of the Historic Collections of

Devon and Cornwall Constabulary which were previously owned by Devon and Cornwall Police). The collection, comprising archives, objects, photographs and a separate library, was started in the 1970s. Currently held in store at Okehampton Police Station, it contains an estimated 80,000 items dating from the early 19th century to the present day. The SWPHT is staffed by a part time curator and volunteers.

The formal learning programme will be delivered and developed in partnership with three local schools:

- Tavistock College
- Tavistock Primary School
- Whitchurch Primary School.

5.10.5 Expenditure

Activity	Net Cost	Total cost
OBJECTIVE 1		
Recruit and train visitor information volunteers	£500	
Recruit and train volunteer town guides	£500	
Recruit and train volunteer Guildhall stewards	£500	
Recruit and train volunteer Guildhall tour guides	£500	
New Tavistock Heritage website	£3,500	
<i>Sub total</i>		£5,500
OBJECTIVE 2		
Art competition and exhibition before renovation	£200	
Family activity days (4 x 250 family members) sessional workers	£1,600	
Family activity days (4 x 250 family members) materials	£3,000	
Post launch family activity days planned	Cost neutral	
School holiday self-guided trails & activities	Cost neutral	
Tea and talks programme	Cost neutral	
Evening lectures	Cost neutral	
<i>Sub total</i>		£4,800
OBJECTIVE 3		
Outreach sessions at Tavistock Primary School	£900	
In-depth Guildhall project with Whitchurch Primary School	£1,500	
VI Form project - Tavistock Town Tour	£200	
Schools online pre and post visit resources post launch	No direct costs	
School visits programme post launch	Cost neutral	

<i>Sub total</i>		£2,600
OBJECTIVE 4		
Rotational police displays project	No direct costs	
Guildhall Memories - volunteers recruited, trained & mentored	£2,100	
Guildhall Memories equipment	£2,900	
<i>Sub total</i>		£5,000
OBJECTIVE 5		
Tavistock College work experience in the visitor information service	No direct costs	
Youth project in partnership with SW Police Heritage Trust - sessional youth worker	£1,500	
Youth project in partnership with SW Police Heritage Trust - materials	£500	
Building apprenticeships	No direct costs	
Tavistock Town Council Works Department on site training	No direct costs	
Conservation building skills workshops	No direct costs	
Recruit and train learning and events volunteers	£250	
<i>Sub total</i>		£2,000
Total		£19,900
Development Officer	£27,270	
Freelance Learning and Participation Officer	£18,000	
Grand total (excluding VAT and contingency)		£65,170

5.10.6 Marketing and Communications

This Activity Plan will be supported by marketing and communications tailored to the needs of the Guildhall project's audiences. There is an outline marketing and communications plan in Appendix 9.

5.11 Meeting HLF's Outcomes

The Activity Plan will meet HLF outcomes for heritage, people and the local community. For HLF outcomes which will be met by the project as a whole, including by works such as building recording, see the Business Plan.

5.11.1 Outcomes for Heritage

Heritage is better managed

The versatile combination of Town Council one stop shop, community facilities and heritage interpretation and learning delivered by a partnership between Tavistock Town Council and the Tavistock Heritage Trust offers a robust strategy for the Guildhall's viable long-term use. Ownership by Tavistock Town Council, with its established and successful track record of maintaining historic buildings, will enable consistent management and maintenance. By forming a core element in the development of the WHS Tavistock Key Centre, the WHS Gateway Centre and Police & Magistrates' Museum elements of the project, and the activity and learning that THT will deliver, will greatly strengthen the heritage offer in the area. The project will restore these buildings to the heart of community life, which is where they were designed to be.

Through their engagement in the project with HLF staff and mentors, heritage professionals and consultants, Town Council staff and councillors and THT trustees, staff and volunteers will acquire new knowledge, understanding and skills in heritage management. The recruitment of a Development Officer and freelance Learning and Participation Officer and the establishment of a volunteer management structure, including the creation of an operations group, will mean that the Guildhall and supporting tourist information service is run in an effective and sustainable way.

Heritage is better interpreted and explained

The WHS Gateway Centre and Police and Magistrates' Museum will offer visitors the chance to journey through a Tavistock landmark while engaging with interpretation of the WHS, the town's historic importance and the Guildhall's changing historic functions. Clear interpretive themes, layered content to suit different audience's interests and abilities, and interactive displays will enable visitors and local people to explore the building, its occupants and its historical context. By complementing the artefact displays in the adjacent museum, and along with the neighbouring Subscription Library, the Guildhall Gateway Centre will form an interpretive cultural heritage hub at the heart of the town and a starting point for guided and self guided exploration of Tavistock and the wider area.

A new Tavistock heritage website will serve as a virtual interpretation centre, enhancing intellectual access to the heritage of the Key Centre Area. The website will signpost places to visit and link heritage sites across the Tamar Valley, Dartmoor and WHS Areas 8 and 9 by explaining the inter connections between them.

Volunteer tourism assistants and stewards will be trained to explain the significance of the Guildhall and the area's heritage and direct people to other places to visit. Planned activities

will provide new ways of communicating with visitors and residents about the heritage, including guided tours of the town and Guildhall, themed family activity days and formal learning sessions for schools. After renovation the courtroom will provide a venue for events ranging from formal lectures to performances where historical events can be restaged or reimagined.

Heritage will be better identified and recorded

Questions raised about the physical fabric and features such as the provenance of the royal coat of arms and graffiti in the cells and court will be addressed during the building recording phase of the capital works and communicated to visitors through interpretation. The Guildhall Memories oral history project will record, ideally from a range of perspectives including defendants, the police, witnesses and the legal profession, aspects of the Guildhall's 20th century history when it served as police station and magistrates' court. Volunteers with the South West Police Heritage Trust will research artefacts associated with the Guildhall and policing during Tavistock's transition from mining boom to rural market town.

5.11.2 Outcomes for People

People will have learnt about heritage

The purpose of the Gateway Centre is to disseminate knowledge and understanding about the WHS cultural 'mining' landscape, Tavistock's place within it and national significance of the town's police and court heritage. This Activity Plan will provide opportunities for the project's audiences to experience heritage in diverse ways tailored to their needs and interests.

THT trustees and volunteer tourism assistants and Guildhall stewards will learn about how to manage a heritage site which meets World Heritage standards of customer care and conservation. Tourists and residents will learn through the interactive displays, guided tours, talks and lectures about the history of the Guildhall, Tavistock and the mining landscapes of Dartmoor and the Tamar Valley and the interconnections between them. Young people, including those at risk of offending, will learn how perceptions of criminality and antisocial behaviour, such as creating graffiti, alter over time and in different social and environmental contexts. Families with children and school pupils will explore Tavistock's story through experiential learning including themed family days, artistic workshops and outreach. Whitchurch Primary school pupils will learn about how an HLF heritage project works from inception to completion.

Learning opportunities will be carefully planned and professionally delivered by specialist staff including the Learning and Participation freelancer and an accredited oral history

trainer. Following renovation the former magistrates retiring room will serve as a dedicated Heritage Learning Space, particularly for schools. Activities will be evaluated by the project staff and the Evaluation Consultant and the lessons learnt will inform the development of future activities and learning programmes.

It should also be emphasised that simply using and exploring the building as part of the public services' 'One Stop Shop' will allow local people to directly experience, appreciate and learn about their heritage. Buildings 'plaques' revealing illustrations, architecture and historic function will be dispersed through this part of the complex.

People will have developed skills

This Activity Plan will create opportunities for people to develop skills through volunteering, employment and visiting.

Training in aspects of historic building conservation and restoration will be provided to three apprentices on four month placements and to eight Town Council employees through onsite mentoring. Members of the public will be able to participate in skills workshops explaining best conservation practices. Young people will gain employment skills through work experience and have the chance for personal development and to increase self-confidence by participating in the co-produced youth project.

Volunteer guides, stewards and tourism assistants will develop new skills including risk assessment, customer care, communicating with varied audiences and retail. Oral history and South West Police Heritage Trust volunteers will acquire interviewing and research skills. Town Council officers and councillors and THT trustees will, by working with and learning from heritage professionals, learn new skills in heritage management, project and event planning, governance and strategic planning.

Interactive displays in the Guildhall and the informal and formal learning programmes will enable adult visitors, families and school pupils to experience and try out new skills including design, art and crafts, mapping and navigating.

People will have changed their attitude and / or behaviour

The renovation and consequent improved appearance of the Guildhall, combined with the new heritage facilities celebrating WHS status and engaging activity programme, will allow local people to feel a sense of civic pride in the building and encourage them make it a regular feature in their lives.

The range of activities and interpretation will attract a wider range of people to engage with the Guildhall and to understand, value, and care for their heritage. By taking part in school and youth projects young people, including those at risk of offending, who have tended not to be included in Tavistock's heritage activities, will feel that they have a stake in the Guildhall and the town's heritage, Some people who have enjoyed participating in activities will feel inspired to become volunteers at the Guildhall centre. A larger and wider range of visitors will also be encouraged to make the journey to Tavistock and, prompted by the Guildhall interpretative displays and/or interaction with the volunteers, will be persuaded to make a return visit or go to another heritage site in the area.

The success of the collaboration between THT and the South West Police Heritage Trust and the continued evolution of the wider Tavistock Heritage partnership will provide new opportunities for, and stimulate more cooperative working among, community groups and between the voluntary, private and public sectors.

People will have had an enjoyable time

Volunteers will be trained to ensure that visitors to the Guildhall and the tourist information service receive a warm and friendly welcome. The ambition is for the Guildhall to act as a 'hub' of social interaction that people arrive at and then return to on a number of occasions. The facility will 'signpost' people to explore beyond the building and encourage visits to other heritage and landscape attractions in the local area. The formal and informal learning programme, including family days and guided walks, is intended to be fun and stimulating as well as informative.

It will be a project priority to ensure that volunteering at the Guildhall is an enjoyable experience. It will be a priority for the new Tavistock Heritage Trust and the Development Officer to create the policies and procedures to ensure that volunteers feel they are supported and equipped to fulfil their roles. The new Trust will also ensure that the expectations and behaviours of new trustees and staff match this aspiration to create a dynamic and fun place to volunteer.

People will have volunteered their time

Volunteering is at the heart of the Guildhall project. Building a happy, skilled and committed volunteer workforce will be critical to successfully delivering this Activity Plan. At least 50 volunteers will be required by the time the operational phase begins in 2020. Volunteer roles will range from regular commitment to short term work placements and will include leading guided tours, stewarding, undertaking historical research and supporting learning and

events. Lead volunteers will help to manage and support the workforce. Among the benefits volunteers can expect to gain are new skills, greater self-confidence, improved prospects of employments, contact with other people and a sense of making a contribution to Tavistock's community.

The Guildhall project has only been possible because of the dedication of volunteers representing a wide range of community groups at meetings of Tavistock Heritage and its predecessors. Some of these individuals have been working towards the project goals for over twenty years. There will be continued opportunities for such leadership roles among the constituent groups of Tavistock Heritage and as trustees on the new Tavistock Heritage Trust as the project and the wider ecomuseum aspirations for the Tavistock area develop.

More and a wider range of people will have engaged with heritage

Previous studies and the development stage consultations demonstrate that current heritage activity in Tavistock caters predominantly for a relatively narrow range of audiences, notably older adults and special interest groups. Increasing the number and diversity of people who engage with Tavistock's heritage is a key aim of the Guildhall project and new and target audiences have been selected accordingly.

During the delivery phase pupils at local schools within walking distance will be engaged through outreach sessions and in-depth projects ranging from the history of the town's architecture to heritage management and conservation processes. At the operational stage more schools from further afield will be attracted by the learning programme in the historic cells and court. Families, including those who do not usually become involved with heritage, will be exposed to heritage through the school projects, for example by attending exhibitions of their children's work, and through family activity days. Young people will be engaged through the youth project, work experience and the Tavistock VI Form project.

The Gateway Centre will also be instrumental in attracting a new and expanded tourist audience to Tavistock, many of whom will previously have continued their journey past the town to Cornwall to visit the Cornish WHS 'mining' landscape. The project will also provide much enhanced access to Tavistock's heritage for people with disabilities. The courtroom will be accessible via a new lift and interpretation material will be available in large text, braille and audio formats. The interpretation content will be presented with layers of increasing depth to cater for people of varying degrees of interest, time and pre-existing knowledge.

5.11.3 Outcomes for the local community

The local area will be a better place to live / work or visit

The use of the restored Guildhall for heritage activities and displays as set out in this Activity Plan will, in tandem with the neighbouring Tavistock Museum and Subscription Library, create a vibrant cultural heritage hub in the town centre. This will help to enhance the quality of community life by contributing to the development of a sense of civic pride and by creating a new venue for cultural events and performances. The development of interesting new volunteering opportunities will improve the quality of life for local residents from a range of backgrounds who will find in the Guildhall a place to make new social contacts and have new experiences. For tourists the visitor experience will be improved by the provision of the visitor information service and by the Gateway Centre displays which will enrich their stay in the area through inspiring interpretation and orientation.

The local economy will be boosted

The Gateway Centre project will benefit the local economy in several ways. It will attract new, and a greater number, of people to the town centre who will be directed to and make use of local shops, cafes and facilities. The provision of a centre that connects with, and encourages people to visit, a network of attractions across the Tavistock Key Centre Area, will mean that people will stay longer, make more repeat visits and contribute greater spend in the local economy. Other attractions in the locality will also benefit from the increased exposure and support that the Gateway Centre will offer. The creation of a distinctive new performance space in the courtroom where events, theatre and music can be held will benefit the town's evening economy.

5.12 Evaluation and measuring success

This Activity Plan's impact and its success in meeting the learning objectives, HLF objectives and project targets outlined above will be measured and evaluated by developing an evaluation framework which will employ both quantitative and qualitative methodologies including questionnaires, observations, photographs, interviews and social media such as Trip Advisor.

The Guildhall project will employ a freelance Evaluation Consultant to work with Tavistock Town Council and the Tavistock Heritage Trust to develop a rigorous, evidence based evaluation framework and to report on the success of the project's activities. These reports will inform both the development of the project partners' future activities and long term strategic planning.

Further details and the Evaluation Consultant's brief are provided in the Business Plan.

5.13 The Guildhall project's legacy and sharing it with others

The Guildhall project will create a major legacy in that the Grade II* building, which is an attribute of Outstanding Universal Value within the Tavistock Area of the Cornish Mining World Heritage Site and a nationally important testimony to the historical development of policing and the justice system, will be conserved and removed from the Building At Risk Register. A multi-functional facility will have been created which, under the management of the Tavistock Heritage Trust working in partnership with the Town Council, will continue to develop and will come to play a central role in the life of the community. Robustly constructed and imaginatively conceived interpretation will engage and inform local people and visitors about the area's international, national and local heritage. The Guildhall will continue to evolve as a cultural centre used increasingly by a widening range of local groups including those who have not previously been involved with the town's heritage.

The activities set out in this Activity Plan, and those which will be developed in preparation for the operational phase, will establish the Guildhall and Tavistock as a destination for tourists and families with children. By piloting the formal learning outreach programme and trialling school resources and workshop sessions ready for the public opening, the Tavistock Heritage Trust will be in a position to establish the Guildhall as an important venue for school visits and will have acquired greater knowledge and expertise to cater for this demand from educational organisations who have been under represented among heritage audiences in the area.

Heritage activity in the Tavistock area has been hampered by a lack of capacity and expertise and subsequent dependence on a small number of highly dedicated, but often ageing, individuals. Through this project the town's capacity to create and deliver other innovative heritage projects will have grown significantly. A substantial body of volunteers will have been recruited and trained in aspects of managing a heritage facility, delivering activities and conducting historical research by professional leaders and mentors. For the individuals concerned there will be important personal legacies of new skills, social interactions and self-confidence. Members of the Tavistock Heritage Trust board, Town Council staff and councillors will also have gained from continued partnership with HLF and heritage professionals, including improved skills and knowledge in conserving heritage assets and heritage management processes including marketing, designing and implementing robust evaluation frameworks and using the results for long term evidence

based strategic planning. Collectively, all these capacity building benefits of the project will be an essential contribution to making the Guildhall financially viable in the longer term and establishing the Tavistock Heritage Trust as an effective agent for sustainable heritage development.

The Guildhall project is important in its own right but it was not conceived as a standalone initiative. As was explained in section of this Activity Plan, the project is an essential next step towards meeting the long term strategic goal of ensuring that Tavistock meets the criteria for becoming a World Heritage Site Key Centre. By creating the Guildhall Gateway Centre as a central hub for the Tavistock Key Centre Area and improving the facilities and opportunities for high quality learning and interpretation, this project moves Tavistock closer to being able to attain Key Centre status to which public, private and voluntary organisations have aspired for over a decade. Successful establishment of the Guildhall Centre would also move Tavistock Heritage Trust and its community partners in the advisory forum substantially closer towards their aim of establishing an ecomuseum across the Tavistock WHS Key Centre Area.

Moving closer to Key Centre status would mark a major return on the HLF's investment in this project. It would also create the conditions, through increased professional and public recognition, to develop new plans and locate new sources of funding to build on this legacy. For example, there is considerable scope for using the Guildhall and the townscape to create innovative digital interpretation and for linking with new partners such as the recently established Cornerstone Heritage at the University of Plymouth who have already expressed an interest in collaborating with Tavistock heritage organisations.

Project partners are committed to disseminating the results of their work as widely as possible among both heritage professionals and organisations .and the wider public. The communications plan drawn up at the start of the delivery phase and the attendant development of a new website and social media outlets will be used to publicise project news and case studies. The final evaluation report will also be published.

Section 6 Action Plan

This section sets out the project's detailed Action Plan for delivering the activities and learning projects outlined in the previous chapter. The Action Plan will have the following objectives and deliver the following learning outcomes and HLF outcomes:

Objectives

6. To communicate to diverse audiences the heritage significance of the WHS (and its wider local setting), Tavistock, and the Guildhall, and to inspire them to discover new places and gain new experiences.
7. To establish a creative programme of activities and events that attracts and stimulates families and other key target audiences.
8. To produce an exciting cross curricular formal learning programme for primary and secondary school students which focuses, in the first instance, on developing a special relationship between local schools and the Guildhall project.
9. To provide opportunities to carry out research and record evidence about Tavistock's World Heritage, focussing on the changing role of the Guildhall complex, policing and justice in the life of the community.
10. To provide people from different backgrounds, including young people at risk of offending, with opportunities for personal development and to develop new skills.

Learning outcomes (benefits for people):

14. Visitors, including tourists, families and school students, will learn why the mining landscape of Cornwall and West Devon is so internationally significant that it is given World Heritage status; many will be inspired to explore other places.
15. Visitors, including tourists, families and school students, will learn how and why the Dukes of Bedford planned Tavistock and created its magnificent architecture.
16. Visitors, including tourists, families and school students, will learn how policing and the justice system has changed since the Victorians.

17. Volunteers from a range of backgrounds will learn new research and oral history recording skills.
18. Volunteer guides and learning and events volunteers will learn how to communicate with a range of audiences.
19. Front of house volunteers in the visitor information service and Guildhall will learn new customer service and retail skills.
20. Tavistock Town Council staff will learn new skills for working on historic buildings.
21. People taking part in capital phase workshops will learn new conservation building skills.
22. People serving apprenticeships in building trades will learn new specialist skills during the building conservation and restoration phase.
23. Local people, including families and school students, will have a better understanding of Tavistock's historic environment and will value it more than previously.
24. Young people, people at risk of offending and others will learn new skills and acquire more confidence through personal development which will enhance their employment opportunities.
25. Visitors, especially families and school students, will have enjoyed taking part in imaginative, participative activities and some will be stimulated to take their interest further.
26. Some local residents, including young people, will be sufficiently interested and inspired by taking part in activities that they will choose to become more involved in managing and conserving Tavistock's heritage, for example by volunteering with Tavistock Heritage Trust or joining a local heritage organisation.

HLF outcomes

1. Heritage is better managed
2. Heritage is better interpreted and explained
3. Heritage will be better identified and recorded
4. People will have learnt about heritage
5. People will have developed skills

6. People will have changed their attitude and / or behaviour
7. People will have had an enjoyable time
8. People will have volunteered their time
9. More and a wider range of people will have engaged with heritage
10. The local area will be a better place to live / work or visit
11. The local economy will be boosted

A. Resources needed to implement the Activity Plan

	Activity: detailed description	Audience	Benefits for people	HLF Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	Advertise and appoint Tavistock Heritage Development Officer	All audiences	The Development Officer will manage the overall delivery of the Activity Plan	All outcomes 1-11	Development Officer is accountable to THT board with dotted line reporting to Project Coordinator	£27,270	Advertise Feb/March 2018 Appointment by 1 April 2018	Development Officer recruited on time & on budget	Appraisal by Chair of THT and feedback from applicants
	Advertise and appoint Learning and Participation Office role.	All audiences	The Learning and Participation Officer will oversee delivery of the formal and informal elements of this Activity Plan	2,4,5,6,7,8, 9	Development Officer will manage the L&P Officer	£18000	Advertise May 2018 Appointment by June 2018	Post recruited on time & on budget Appointee meets person specification Appointee reports satisfactory process and induction	Appraisal by Development Officer and feedback from applicants
	Plan and start communications & marketing campaign to publicise all aspects of the Guildhall project.	All audiences	All audiences will be targeted. Through visits and participation they will meet learning outcomes	2,4,5,6,7,8, 9	Development Officer, L & P Officer, volunteers,	Within project costs (outside direct AP costs)	Start April 2018 - continue to Sept 2020	Impact of the campaign will meet learning outcomes 1,2,3,4,9,10,12	Project evaluation tools: surveys, qual. feedback.

	Activity: detailed description	Audience	Benefits for people	HLF Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	Advertise and appoint project Evaluation Consultant	All audiences	Ensuring that the activities meet the needs of the target audiences	All outcomes 1-11	The consultant will liaise with the Project Leader, Project Co-ordinator, Development Officer, L&P Officer and TTC General Manager.	£3500 (outside AP budget)	Advertise June 2018 Appointment August 2018	Appointment of suitably experienced consultant	Appointment approved by project Steering Committee Applicant feedback
	Evaluation framework devised, evaluation tools agreed and in place, staff and volunteers briefed about qual. and quant data collection required	All audiences	Ensuring that the activities meet the needs of the target audiences	All outcomes 1-11	The consultant will liaise with the Project Leader, Project Co-ordinator, Development Officer, L&P Officer and TTC General Manager.	Within project costs	Evaluation framework agreed by end Sept 2018 Evaluation ongoing from Sept 2018 to March 2020	Evaluation plan created which measures Activity Plan outcomes Final evaluation report produced by June 2020	Qual. & quant. evidence collected. A reflective learning session held involving all key staff and volunteers. Final evaluation report submitted to project Steering Committee.

Activity Objective 1: To communicate to diverse audiences the heritage significance of the WHS (and its wider local setting), Tavistock and the Guildhall, and to inspire them to discover new places and gain new experiences.

	Activity: detailed description	Audience	Benefits for people	HLF Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	Policies and procedures for running the visitor information service written and agreed	Volunteers	Well-designed policies and procedures will enable volunteers to learn new customer service and retail skills (6) Tourists, families and residents will benefit from an efficient visitor info service.	2,4,5,6,7,8,9	Development Officer. THT board to approve strategic policies e.g. Health & Safety	No direct costs	Development Officer and Chair to review THT policies, identify gaps and produce draft policies April-May 2018 THT board approve any new policies required May 2018 Operating procedures written April - May 2018	Review checklist completed and draft policies produced THT minutes record policy audit report and new policies approved	Effectiveness of the visitor info operation evaluated by feedback from volunteers by informal discussion, survey form and end of summer meeting (Sept)). Quarterly volunteer meetings and annual survey
	Visitor information service, including retail facility, decorated and fitted out	Volunteers and people using the visitor info service	Volunteers and people using the visitor info service will	5,7,8	THT board with assistance from external consultant(s), THT support	All costs borne by THT outside project	Jan - March 2018	Decoration completed on budget and on time	Verbal feedback from Development Officer and volunteers once

	Activity: detailed description	Audience	Benefits for people	Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
			experience a pleasant and safe environment		volunteers	budget			recruited. Survey form and meeting (Sept) as part of the end of summer evaluation of the visitor info operation
	Volunteer Visitor Information/Retail Manager and volunteer Volunteer Coordinator recruited and inducted	Volunteers will benefit from effective support and leadership which supplements the part time Development Officer. Tourists, families and residents will benefit from an efficient visitor info service.	Both role holders will learn new customer service and retail skills (6) or be able to use and develop those they already possess	1,5,6,7,8	Development Officer	No direct costs	Advertise April 2018 Volunteers recruited and inducted May 2018	Both roles filled on time and on budget. Both volunteers meet the role profile	Regular support meetings and annual review with Development Officer
	Volunteer information assistants recruited and trained	Volunteers. Tourists, families and residents using the visitor info	Volunteers will learn new customer service and retail skills.	1,2,4,5,6,7, 8,9,10,11	Development Officer, volunteer Visitor Info Service Manager,	£500	Advertised April 2018 Volunteers recruited & trained	Roles advertised 20 volunteers recruited & trained	Visitors' evaluation using Volunteer feedback on training and induction

	Activity: detailed description	Audience	Benefits for people	HLF Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
		service will benefit in the long term.	By using the visitor info service to find out about places to visit and events & activities (including booking places), tourists, families, residents and visitors will meet learning outcomes 1, 2 and 12.		volunteer Volunteer Coordinator		May - July 2018		Volunteers' quarterly meeting and annual survey.
	Visitor information and retail stock selected, ordered and displayed	Volunteers, tourists and residents using the service	By using and reading stock volunteers will improve their customer care skills (6). Volunteers, tourists, families, residents and visitors using the service will meet.	2,4,5,6,7,8	Development Officer, volunteer Visitor Info Service Manager	All costs borne by THT outside project budget	Stock selected and ordered April - June 2018 Stock displayed June 2018 Visitor information opens July 2018	Orders submitted Stock on display Retail KPIs	Visitors' evaluation of the visitor info service by visitors' book. Volunteers' quarterly meeting and annual survey Retail KPIs met

	Activity: detailed description	Audience	Benefits for people	HLF Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
			learning outcomes 1, 2, 10 and 12						
	<p>Volunteer guides for town tours recruited and trained.</p> <p>Tours to be devised to cater for different audiences including families and schools.</p> <p>Training to include group management, health & safety, researching Tavistock's history.</p> <p>Tours scripted and rehearsed ready for season starting at Easter</p>	Volunteers. Tours will be produced for tourists, families, adults.	Volunteer guides will learn how to communicate to a range of audiences (5). Tourists, families and adults participating in tours will meet learning outcomes 1,2,10,12,13.	2,4,5,6,7,8, 9,10,11	Development Officer, L&P Officer, freelance guide trainer	£500	<p>Advertise Sept 2018</p> <p>Recruit guides Oct 2018</p> <p>Training and research Nov - March 2019</p> <p>Tours piloted March 2019</p> <p>Tours commence April 2019</p>	<p>Role advertised</p> <p>8 volunteer guides recruited & complete training</p> <p>Each guide completes 1 trial tour</p> <p>Average 2 tours per week</p>	Mid-project and close of project evaluation – public survey and feedback via discussion; feedback from volunteer guides
	<p>Volunteer Guildhall stewards recruited and trained.</p> <p>Training to include opening & closing, health & safety, emergency procedures, history of the Guildhall</p>	Volunteers. All audiences.	Volunteers in the Guildhall will learn new customer care skills (6). All audiences visiting the Guildhall will meet learning objectives 1,2,3,10.	2,4,5,6,7,8, 9,10	Development Officer, volunteer Volunteer Coordinator	£500	<p>Role advertised Oct -Nov 2019</p> <p>Volunteers recruited Nov - Dec 2019</p> <p>Training Jan - March 2020</p>	<p>Role advertised</p> <p>20 volunteer stewards recruited & complete training</p>	Mid-project and close of project evaluation – public survey and feedback via discussion; feedback from volunteer stewards

	Activity: detailed description	Audience	Benefits for people	HLF Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	<p>Volunteer guides recruited and trained for Guildhall tours</p> <p>Tours to be devised to cater for different audiences including families.</p> <p>Training to include group management, health & safety, history of the Guildhall, policing & justice.</p> <p>Tours scripted and rehearsed ready for public opening.</p>	Volunteers. Tourists, families and adults.	<p>Volunteer guides will learn how to communicate to a range of audiences (5). Tourists, families and adults participating in tours will meet learning outcomes 1,2,3,10,12, 13.</p>	2,4,5,6,7,8, 9,10,	Development Officer, L&P Officer	£500	<p>Role advertised Oct 2019</p> <p>Volunteers recruited Nov - Dec 2019</p> <p>Training and research Jan 2019 - March 2020</p> <p>Tours piloted March 2020</p> <p>Tours commence April 2020</p>	<p>Role advertised</p> <p>10 volunteer guides recruited & complete training</p> <p>Each guide completes 1 trial tour</p> <p>Average 2 tours per week t</p>	Mid-project and close of project evaluation – public survey and feedback via discussion; feedback from volunteer guides
	<p>New Tavistock Heritage website commissioned, hosted and created.</p> <p>Website content will provide online interpretation of Tavistock's heritage, visitor information and heritage partner</p>	All audiences will benefit in the longer term			Development Officer. Consultation with THT Chair and Trustees.	£3500	<p>Brief written and invitations to tender issued April 2019</p> <p>Contract awarded May 2019</p>	<p>Website designer recruited on time and on budget in line with HLF procurement rules</p>	Mid-project and close of project evaluation – audience survey and feedback via discussion

	Activity: detailed description	Audience	Benefits for people	HLF Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	<p>websites, information about THT</p> <p>Content and design will be trialled throughout the process as agreed with designers and interpretation consultant</p>						<p>Website designed and interpretive content researched and written June 2019- Jan 2020</p> <p>Website goes live March 2020</p>	<p>Website trialled with reps of Guildhall audiences and evaluation evidence collected.</p> <p>Website goes live on time and on budget</p>	

Activity Objective 2: To establish a creative programme of activities and events that attracts and stimulates families and other key target audiences.

	Activity: detailed description	Audience	Benefits for people	HLF Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	<p>Plan and hold art competition with exhibition inspired by the empty pre restoration Guildhall</p> <p>There will be an open day when winners are announced and there will be a one week exhibition of all entries held</p>	All audiences	<p>People taking part in the competition and visiting the exhibition will meet learning outcomes 1,2,3,10,12, 13</p>	2,4,5,6,7,9	Development Officer, L&P Officer, THT support volunteers	£200	<p>Competition planned July & Aug 2018</p> <p>Competition publicised with schools June 2018.</p> <p>Competition publicised for public Sept 2018</p> <p>Entries received and judged Nov 2018</p> <p>Exhibition Nov 2018</p>	<p>Schools notified</p> <p>Publicity in press, social media, website.</p> <p>100 entries received</p>	<p>Quant. - numbers entries received.</p> <p>Qual. - report of judges' views,</p> <p>Mid-project and close of project evaluation – public survey and feedback via discussion with team members</p>
	<p>Plan and deliver Family Activity Day1. Event timed to link in with the art competition and encourage families</p>	Families	Families taking part will meet learning objectives	2,4,5,6,7,9	Development Officer, L&P Officer, THT support volunteers	£1150	October 2018	250 family members attend	<p>Clicker to record numbers</p> <p>Postcards with short questions to monitor</p>

	Activity: detailed description	Audience	Benefits for people	HLF Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	to explore the Guildhall before it is closed for renovation. Families encouraged to have a go at producing a piece of art work		1,2,3,10,12						project learning outcomes and collect postcode to record where families are coming from
	Family event 2 - Tavistock's Eggselement Heritage - Easter trail and activities around the town	Families	Families taking part will meet learning objectives 1,2,3,10,12	2,4,5,6,7,9	Development Officer, L&P Officer, THT support volunteers	£1150	April 2019	250 family members attend Families report having an enjoyable time and learning something new	Clicker to record numbers. Postcards with short questions to monitor project learning outcomes and collect postcode to identify where families are coming from
	Family event 3 - themed on buildings detectives. Timed to coincide with the Festival of British Archaeology	Families	Families taking part will meet learning objectives 1,2,3,10,12	2,4,5,6,7,9	Development Officer, L&P Officer, THT support volunteers	£1150	July 2019	250 family members attend	Clicker to record numbers. Postcards with short questions to monitor project learning outcomes and collect postcode to identify where families are coming from
	Family event 4 themed on Tall Tavistock Tales	Families	Families taking part will meet	2,4,5,6,7,9	Development Officer, L&P Officer, THT	£1150	October 2019	250 family members attend	Clicker to record numbers.

	Activity: detailed description	Audience	Benefits for people	HLF Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	timed for October half term		learning objectives 1,2,3,10,12		support volunteers				Postcards with short questions to monitor project learning outcomes and collect postcode to identify where families are coming from
	Guildhall official opening - launch event and open day with family activities	All audiences	People attending the launch day will meet learning objectives 1,2,3,10,12	2,4,5,6,7,9, 10	Development Officer, L&P Officer, Town Clerk, General Manager, learning & events volunteers	Town Council hosting launch event - outside project budget	April 2020	Launch event & open day held on time & on budget. Launch event & open day attended by 600 people	Clickers to record numbers Postcards with short questions to monitor project learning outcomes and collect postcode to identify where visitors are coming from
	Post opening programme planned for April 2020 - April 2021 The programme will be cost neutral with costs covered by charging for tea and talks and lectures and by charging or sponsorship for family activity days.	Tourists, families and adults.	People attending will meet learning objectives 1,2,3,10,12, 13	2,4,5,6,7,9, 10	Development Officer, L&P Officer, learning & events volunteers	Outside project budget	Programme developed June - Dec 2019 Programme promoted from March 2020	Programme completed on time Promotion starts by print, web and social media March 2020	Numbers of attendees recorded. Postcards with short questions to monitor project learning outcomes and collect postcode to identify where visitors are coming from

	Activity: detailed description	Audience	Benefits for people	HLF Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	Tea and talks	Tourists, adults.	People attending will meet learning objectives 1,2,3,10,12, 13	2,4,5,6,7,9, 10	Development Officer, L&P Officer, learning & events volunteers	Outside project budget	Programme held April 2020 - April 2021	1 event per month with average attendance of 30 people	Numbers of attendees recorded. Postcards with short questions to monitor project learning outcomes and collect postcode to identify where visitors are coming from
	Evening lectures	Adults.	People attending will meet learning objectives 1,2,3,10,12, 13	2,4,5,6,7,9, 10	Development Officer, L&P Officer, learning & events volunteers	Outside project budget	Programme held April 2020 - April 2021	4 evening lectures year with average attendance of 50 people	Numbers of attendees recorded. Postcards with short questions to monitor project learning outcomes and collect postcode to identify where visitors are coming from
	4 family days in Guildhall	Families, including tourists.	People attending will meet learning objectives 1,2,3,10,12, 13	2,4,5,6,7,9, 10	Development Officer, L&P Officer, learning & events volunteers	Outside project budget	Programme held April 2020 - April 2021	4 family activity days attended by 250 family members	Numbers of attendees recorded. Postcards with short questions to monitor project learning outcomes and

	Activity: detailed description	Audience	Benefits for people	HLF Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
									collect postcode to identify where visitors are coming from
	Self-guided activities in school holidays and half terms	Families including tourists.	People attending will meet learning objectives 1,2,3,10,12, 13	Development Officer, L&P Officer, learning & events volunteers	Development Officer, L&P Officer, learning & events volunteers	Outside project budget	Programme held April 2020 - April 2021	New activities provided each holiday and half term.	Numbers of attendees recorded. Postcards with short questions to monitor project learning outcomes and collect postcode to identify where visitors are coming from

Activity Objective 3: To produce an exciting cross curricular formal learning programme for primary and secondary school students which focuses, in the first instance, on developing a special relationship between local schools and the Guildhall project.

	Activity: detailed description	Audience	Benefits for people	Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	Outreach sessions at Tavistock primary school. 3 sessions of 90 minutes planned and delivered. 1 session for each of years 2, 4 and 6 delivered to two classes in each year. Programme outline in Learning Programme.	Primary school pupils	Primary school pupils will meet learning objectives 1,2,3,10,12	2,4,5,6,7,8,9	Development Officer, L&P Officer	£900	Oct 2018 - April 2019 School to have project confirmed April 2018. Exact timetable tbc with school in June 2018	Total of 6 sessions delivered to 180 children	Evaluation of activity with teachers, pupils and L&P Officer against project learning outcomes
	Tavistock Town Tour project with Tavistock College Sixth Form. Students devise and plan how to deliver an interactive town tour for primary school children.	VI Form students	VI Form students will meet learning objectives 1,2,5,10,12	2,4,5,6,7,8,9	Development Officer, L&P Officer, Tavistock College staff.	£200	VI Form volunteers recruited at Freshers' Fair Sept 2018 Students produce guided walk theme, itinerary, script & budget Sept - Dec 2018.	6 VI Form students recruited Guided walk itinerary, script and budget produced on time	Evaluation of activity with teachers, students and L&P Officer against project learning outcomes

	Activity: detailed description	Audience	Benefits for people	Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	<p>VI Form Town tour project - students complete preparation including rehearsing tours, learning how to prepare a Risk Assessment and deciding on how to conduct evaluation.</p> <p>Students lead tours.</p> <p>Students create evaluation methodology for the tours and collect evaluation data from children and teachers.</p> <p>Students produce an evaluation report of the tours and of the project as a whole.</p>	VI Form students and primary school pupils	VI Form students and primary school pupils will meet learning objectives 1,2,5,10,12	2,4,5,6,7,8,9	Development Officer, L&P Officer, Tavistock College staff, primary school staff, teaching assistants and parents.	.	<p>Risk assessments and evaluation methodology produced. Tours rehearsed Jan 2019.</p> <p>Tours delivered Feb 2019</p> <p>Evaluation exercise conducted & report produced March 2019</p>	<p>Risk Assessments and evaluation methodology produced and tours rehearsed on time</p> <p>Tours delivered to 90 primary school children</p> <p>Evaluation report produced on time</p>	Evaluation of activity with teachers, students, pupils and L&P Officer against project learning outcomes
	<p>In-depth project with Whitchurch Primary School.</p> <p>The project will follow the development of the Guildhall from empty building to public opening</p>	Primary school pupils	Primary school pupils will meet learning objectives 1,2,3,10,12	2,4,5,6,7,8,9	Development Officer, L&P Officer, school staff and parents	£1500	Sept 2018 - March 2020	1 class of 30 children through years 4-6, Sept 2018 - April 2020	Evaluation of activity with teachers, students, pupils and L&P Officer against project learning outcomes

	Activity: detailed description	Audience	Benefits for people	Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	Delivered on and off site Summary in Learning Programme								
	Produce and pilot schools online pre- and post-visit resources about the Guildhall crime and punishment in a mining boom town	Primary and secondary school pupils	Primary and secondary school pupils will meet learning objectives 1,2,3,10,12	2,4,5,6,7,9	L&P Officer, school staff.	No direct cost	Sept 2019 - April 2020	Pre and post visit resources ready to launch with school programme when Guildhall opens	Take up from 10 schools
	Plan and develop primary and KS3 secondary learning sessions to be delivered in the Guildhall once open to the public.	Primary and secondary school pupils	Primary and secondary school pupils will meet learning objectives 1,2,3,10,12	2,4,5,6,7,9	L&P Officer	No direct costs	Plan and develop sessions Sept - Dec 2019	1 session for each of KS1,2 and 3 developed on time	Evaluation of activity with staff, pupils and sessional works, against project learning outcomes
	Pilot learning sessions with Tavistock College and Tavistock Primary pupils as in walking distance of the Guildhall.	Primary and secondary school pupils	Primary and secondary school pupils will meet learning objectives 1,2,3,10,12	2,4,5,6,7,9	L&P Officer, school staff, learning & events volunteers	No direct costs	Pilot sessions Jan- Feb 2019	Sessions piloted and evaluated with 1 class from KS1,2,3	Evaluation of activity with staff, pupils and sessional works, against project learning outcomes

	Activity: detailed description	Audience	Benefits for people	Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	<p>Promote school programme to schools within 30 minute catchment. Promotion to include school visits, specialist network/ learning cluster visits, schools mailing, THT website, local school social media</p> <p>Deliver programme to visiting school groups</p>	<p>Primary and secondary school pupils.</p> <p>School teachers will be aware of the programme</p>	<p>Schools will be aware of the formal learning programme and will wish to participate.</p> <p>By visiting the Guildhall primary and secondary school pupils will meet learning objectives 1,2,3,10,12</p>	2,4,5,6,7,9	Development Officer, L&P Officer	Outside project costs	Nov 2019 and termly promotions thereafter	20 learning sessions x 30 pupils delivered to primary and secondary schools April 2020 - April 2021	Number of schools booked. Feedback form from teachers.

Activity Objective 4: To provide opportunities to carry out research and record evidence about Tavistock's World Heritage, focussing on the changing role of the Guildhall complex, policing and justice in the life of the community

	Activity: detailed description	Audience	Benefits for people	Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	<p>Police rotational displays research project. Partnership project with South West Police Heritage Trust volunteers who will identify and research artefacts for display in the Guildhall.</p> <p>SWPHT staff and volunteers conduct research and write display material</p>	South West Police Heritage Trust volunteers	South West Police Heritage Trust volunteers will meet learning objectives set by the Trust plus Guildhall project learning objective 3	2,,4,5,6,7,8	Development Officer, Guildhall interpretation consultant, SWPHT volunteers and staff.	SWPHT to fund project costs. Display cases funded by Guildhall project interpretation budget	<p>SWPHT propose items and how they could fit Guildhall interpretive themes. Oct 2019.</p> <p>SWPHT submit draft display interpretation Jan 2020</p> <p>Final amendments to display interpretation Feb 2020</p>	<p>Proposal received and approved by Interpretation Team</p> <p>Draft received & approved by Interpretation Team</p> <p>Final material received</p>	Evaluation to be conducted by South West Police Heritage Trust
	SWPHT rotational displays set up in Guildhall	All audiences will benefit when the Guildhall opens	People viewing the displays will meet learning outcome 3.	2,4,5,6,7,8	Development Officer, Guildhall interpretation consultant, SWPHT	SWPHT cover display material costs.	March 2020	Displays set up on time and on budget	Guildhall visitors' survey

	Activity: detailed description	Audience	Benefits for people	Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
					volunteers and staff.	Cases included in Guildhall project interpretation budget			
	Freelance oral historian recruited to train and mentor volunteers for Guildhall Memories project. Recording and transcribing equipment purchased.	Volunteers. All audiences will benefit in the long term	Once the project starts volunteers from a range of backgrounds will learn new research and oral history recording skills (4)	2,3,4,5,6,7, 8,9	Development Officer	£2100 £2900	Advert Oct 2018 Freelancer appointed Nov 2018	Freelance oral historian recruited on time and on budget	Mid project and close of project volunteer evaluation – survey and feedback via discussion
	Guildhall Memories oral history project volunteers recruited.	Volunteers. All audiences will benefit in the long term	Volunteers from a range of backgrounds will learn new research and oral history recording skills (4)	2,3,4,5,6,7, 8,9	Development Officer		Advert Dec 2018 Volunteers recruited Jan 2019	10 volunteers recruited	Mid project and close of project volunteer evaluation – survey and feedback via discussion
	Guildhall Memories oral history project volunteers trained including ethics and interview techniques.	Volunteers. All audiences will benefit in the long term	Volunteers from a range of backgrounds will learn new oral history	2,3,4,5,6,7, 8,9	Development Officer, freelance oral historian		Feb 2019	10 volunteers trained	Mid project and close of project volunteer evaluation – survey and

	Activity: detailed description	Audience	Benefits for people	Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
			recording skills (4)						Feedback via discussion
	Parameters of research agreed, sources discussed, approach and outputs agreed, on-going support agreed	Volunteers. All audiences will benefit in the long term	Volunteers from a range of backgrounds will learn new research and oral history recording skills (4)	2,3,4,5,6,7, 8,9	Development Officer, freelance oral historian		March & April 2019	Research programme produced	Mid project and close of project volunteer evaluation – survey and feedback via discussion
	Guildhall Memories oral history interviews conducted and transcribed.	Volunteers. All audiences will benefit in the long term	Volunteers from a range of backgrounds will learn new research and oral history recording skills (4)	2,3,4,5,6,7, 8,9	Development Officer, freelance oral historian		May - Sept 2019	20 interviews completed and transcribed	Mid project and close of project volunteer evaluation – survey and feedback via discussion
	Guildhall Memories volunteers work with interpretation consultant to select material for court room listening post.	Volunteers. All audiences will benefit in the long term	Volunteers from a range of backgrounds will learn new research and oral history recording skills (4)	2,3,4,5,6,7, 8,9	Development Officer, freelance oral historian, interpretation consultant		Oct - Dec 2019		Mid project and close of project volunteer evaluation – survey and feedback via discussion

	Activity: detailed description	Audience	Benefits for people	Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	Listening post programmed and installed	All audiences will benefit when the Guildhall opens	People using the listening post will meet learning outcome 3	2,4,6,7	Interpretation team	In Guildhall project interpretation budget	Jan - March 2020		

Activity Objective 5: To provide people from different backgrounds, including young people at risk of offending, with opportunities for personal development and to develop new skills

	Activity: detailed description	Audience	Benefits for people	Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	<p>Youth project in partnership with South West Police Heritage Trust and young people at risk of offending.</p> <p>The project will focus on changing attitudes to crime and will be co-produced with the young people who will decide the final output e.g. performance or exhibition</p>	Young people at risk of offending	Young people at risk of offending will learn new skills and acquire more confidence thought personal development which will enhance their employment opportunities (11)	4,5,6,7,9	Development Office; youth sessional worker; SWPHT staff, volunteers & community police officers	£2000	<p>Sept - Dec 2018</p> <p>Output presented Dec 2018</p>	10 young people participate in project	Mid and end of project discussion with young people, sessional worker and L&P Officer
	Tavistock College Yr 10 and Yr 12 work experience in the visitor information service	Tavistock College students			Development officer, volunteer Tourist Info Service Manager	No direct costs	June - July 2019		
	Buildings apprenticeship placements during capital phase.	Apprentices employed by contractors	People serving apprenticeships in building trades will learn new specialist skills during the building	4,5,6,7	Development Officer (to monitor), TTC General Manager	Covered by contractor costs & as condition of tender	2019	3 four month placements completed	Apprentice feedback form and discussion

	Activity: detailed description	Audience	Benefits for people	Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
			conservation and restoration phase (9)						
	Tavistock Town Council Works Department staff on the job training during capital phase.	Town Council staff	Tavistock Town Council staff will learn new skills for working on historic buildings (7)	1,3,4,5,6,7	Development Officer (to monitor), TTC General Manager	Covered by contractor costs & as condition of tender	2019 - at appropriate stages in capital works programme tbc with contractor	8 TTC staff receive on the job training in specific skills e.g. repointing.	Staff feedback at appraisal and discussion
	Two conservation skills workshops held during capital phase	Local adult residents	People taking part in capital phase workshops will learn new conservation building skills	4,5,6,7,9	Development Officer, TTC General Manager	Covered by contractor costs & as condition of tender	2019 - at appropriate stages in capital works programme tbc with contractor	2 workshops held, each attended by 10 people	Feedback form and discussion
	Learning and events volunteers recruited	School and family audiences will benefit in the longer term when the Guildhall opens	Learning and event volunteers will learn how to communicate with a range of audiences (5) People will learn new skills acquire more confidence through personal	2,4,5,6,7,8,9	Development Officer, L&P Officer, volunteer Volunteer Coordinator	£250	Advertise roles Oct 2019 Volunteers recruited Nov - Dec 2019	10 learning & events volunteers recruited	Mid project and close of project volunteer evaluation – survey and feedback via discussion

	Activity: detailed description	Audience	Benefits for people	Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
			development which will enhance their employment opportunities						
	<p>Learning & events volunteers trained to deliver and support formal learning sessions.</p> <p>Training to include health & safety, emergency procedures.</p> <p>Training to include costumed guided tours in character in the Guildhall for primary schools and families</p>	School and family audiences will benefit in the longer term when the Guildhall opens	Learning and event volunteers will learn how to communicate with a range of audiences (5). People will learn new skills acquire more confidence through personal development which will enhance their employment opportunities (11)	2,4,5,6,7,8,9	Development Officer, L&P Officer, volunteer Volunteer Coordinator	No direct costs	Training Jan - March 2020	10 learning & events volunteers trained	Mid project and close of project volunteer evaluation – survey and feedback via discussion
	Recruitment of a lead learning & events volunteer from among the learning and events volunteers	Volunteers All audiences will benefit in the longer term	The lead volunteer will have the opportunity to help the other learning and	2,4,5,6,7,8	Development Officer, L&P Officer	No direct cost	March 2020	Lead learning and events volunteer appointed	Annual review with Development Officer and feedback

	Activity: detailed description	Audience	Benefits for people	Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
			events volunteers to improve their own ability to communicate with a range of audiences (5) People will learn new skills acquire more confidence through personal development which will enhance their employment opportunities (11)						throughout the year
	An Operations Group of lead volunteers will be set up to manage the day to day Guildhall and visitor information service operations. The L&P Officer will be a member of the group.	Volunteers All audiences will benefit in the longer term from an efficient visitor operation	An effective visitor service will enable people using the Guildhall and volunteers to meet learning objectives 1,2,3,5,6,10,12	1,2,4,5,6,7,8,9,10,11	Development Officer	No direct costs	May 2018 volunteer Volunteer Coordinator and Visitor Info & Retail Manager appointed March 2020 learning and	Lead volunteers appointed on time. Minutes of meetings	Mid project and close of project volunteer evaluation – survey and feedback via discussion

	Activity: detailed description	Audience	Benefits for people	Outcome	Resources	Costs in project budget	Timetable	Targets and measures of success	Methods of evaluation
	The Operations Group will be chaired by the Development Officer.						Events lead volunteer appointed		
	The group will be expanded as the operation grows Details in Outline Volunteer Strategy.								