

Tavistock Guildhall Gateway Project Heritage Lottery Fund Round Two Application

Business Plan



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Contents

Introduction

Section 1 Executive Summary

Section 2 About Our Organisation

Section 3 Development of the Project

Section 4 Strategic Background

Section 5 Project Details

Section 6 The Market

Section 7 Financial Appraisal

Section 8 Management and Staff

Section 9 Risks

Section 10 Monitoring and Evaluation

Section 11 Organisational Impact

Appendices

Town Council/THT outline partnership agreement	Appendix A
Project capital cost breakdown	Appendix B
Capital cash flow	Appendix C
Town Council minute approving submission of R2 application	Appendix D
5 year income and spending forecasts	Appendix E
Project delivery structure chart	Appendix F
Role brief for Project Delivery Coordinator	Appendix G
Role brief for Evaluation Consultant	Appendix H
Proposed THT operating structure chart	Appendix I

Introduction

Tavistock Town Council, with its partner Tavistock Heritage Trust (THT), is submitting a Round Two application to the Heritage Lottery Fund (HLF) for a grant towards the conservation and redevelopment of Tavistock's historic Guildhall, former Police Station and Trowte's House.

Tavistock Guildhall has been unused since 1997 and the Police Station since 2012. The Guildhall Gateway Project will restore the iconic Grade II* building and secure and sustain its long-term future through a range of new public uses.

The project is a key step in the implementation of strategic plans, for the Guildhall and for Tavistock's wider heritage, which have been developed over the last decade through extensive public consultation by a broad partnership of public, private and voluntary sector organisations.

The project, which has backing from all sections of the community, will build on existing HLF investment in the town through its Townscape Heritage Initiative (THI) fund and return the Guildhall to its historic place at the heart of community and civic life in Tavistock.

If the project's application to the Heritage Lottery Fund is successful, works will start in 2018, with the redeveloped Guildhall expected to open to the public in 2020.

The purpose of this Business Plan is to demonstrate that there is a viable and sustainable long-term future for the project beyond the building works, and a robust business operating model to deliver it, in particular:

- how it is proposed to meet any new financial commitments arising from it;
- how the impacts that the project will have on Tavistock Town Council and its finances have been assessed; and
- what changes Tavistock Town Council will make to ensure that the outcomes of the project can be delivered and will be maintained for the long term.

Section 1: Executive Summary

1.1 Project Vision

Our vision through the sympathetic redevelopment of the Grade II* Tavistock Guildhall complex is to create a multi-purpose sustainable community venue which will celebrate the history and heritage of this iconic range of buildings at the heart of Tavistock, and of its surrounding environment, making them accessible to people of all ages.

The project will enable us to build on Tavistock's status as a prime tourist destination on the doorstep of Dartmoor National Park, and as the "urban jewel" in the Cornwall and West Devon Mining Landscape World Heritage Site, and make a significant and long-lasting contribution to heritage-led regeneration and learning in Tavistock.

We also want local residents and visitors to Tavistock to benefit from improved access to local public and community services and information.

1.2 How We Will Achieve This

The project will achieve this by opening up public access to the Guildhall's historic courtroom and police cells, by providing a range of interpretive experiences within these spaces, by offering a new learning, volunteering and activities programme for people of all ages, and by making space available for events and community use outside of general public opening times. The visitor offer will be operated by Tavistock Town Council's delivery partner, Tavistock Heritage Trust.

Visitors will be able to explore and discover the fascinating history of the building and of Tavistock's wider heritage, including as the eastern gateway to the Cornwall and West Devon Mining Landscape World Heritage Site (WHS). They will be able to participate in and enjoy a range of memorable and diverse activities and learning experiences.

There will also be a new 'one-stop-shop' for Council and other public services based in the Guildhall, providing convenient and easy access to a range of information and support.

The provision by Tavistock Heritage Trust of a new visitor information service based in the former Tourist Information Centre adjacent to the Guildhall will complement and augment this range of public services and the Guildhall Visitor Centre offer.

1.3 Why The Project Is Important

The project is important because it will secure a sustainable future for Tavistock's 'At Risk' Grade II* Guildhall complex, 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.

Currently described by Historic England as “urgently needs attention”, the major programme of conservation and repair works that will be undertaken to the Guildhall through this project will prevent further deterioration to the extent that it is no longer on Historic England’s Heritage at Risk Register.

The project will also enable a range of new community uses to be made of the building, and will engage new audiences with the history and heritage of Tavistock and its Guildhall by offering a new learning, volunteering and activities programme for people of all ages.

The project is therefore essential not only to secure the long term stewardship and future of the Guildhall building, but also to return it to its historic place at the heart of community and civic life in Tavistock. The project will also enable long-held WHS Key Centre ambitions for Tavistock to be realised and will make a positive contribution to the town’s tourism offer, thus benefiting the local economy.

1.4 Public Benefits

The Guildhall Gateway Project will offer the following public benefits:

- The public will once again be able to access their historic Guildhall, enabling the building to once more be at the heart of community life in Tavistock.
- The fascinating history of the building and of Tavistock’s wider heritage, including as the eastern gateway to the Cornwall and West Devon Mining Landscape World Heritage Site (WHS), will become accessible to all through the creation of an exciting interpretation scheme and WHS Gateway Centre.
- The installation of lifts will for the first time enable people with mobility disabilities to access the Guildhall’s historic Courtroom.
- Learners of all ages will benefit from the creation of a dedicated space for learning. As well as providing a space for this project’s learning activities, we want this facility to be available for use by other local heritage partners (including the neighbouring Tavistock museum) in accordance with ecomuseum principles.
- The protection and conservation of a nationally-significant heritage asset. This will secure the building’s long-term future for current and future generations.
- More ways for local communities to participate in their heritage during the construction phase through a programme of outreach and other activities, including a schools’ programme, volunteering, work experience/ apprenticeships and skills development opportunities.
- More ways for local communities to participate in their heritage once the Guildhall re-opens to the public, including through more volunteering and learning opportunities, and by holding more activities and events, including outside of normal opening hours.

- Availability of the building for use by individuals and community groups outside of normal opening hours, thus enabling this important historic space to be used by more people at more times.
- More ways in to their heritage for currently under-represented and excluded audiences, such as young people.
- Greater opportunities to participate in activities, which in turn can have a positive impact on the health and well-being of local communities.
- Creation of up to 50 new volunteering opportunities.
- Creation of a new, centrally-located 'one-stop-shop' in the Guildhall providing easier access to council and other public services. This will be complemented by a new visitor information centre located adjacent to the Guildhall.
- In combination with the Townscape Heritage Initiative, a significant improvement to the appearance of Tavistock's historic Guildhall Square.
- The Guildhall's estimated 30,000 annual visitors will make use of local shops, cafes and facilities, thus contributing to the local economy.

1.5 Project Costs

The estimated total costs at Round Two to deliver the Guildhall Gateway Project are £1,713,206. The summary breakdown of the costs is as follows:

Capital costs	£1,276,584
Activity costs	£149,842
Other costs	£ 286,780
Total	£1,713,206

1.6 Project Programme - Key Milestones

The provisional outline programme is as follows:

HLF Round Two Submission	August 2017
HLF Round Two Decision	December 2017
HLF Permission to Start	February 2018
Project Delivery Team appointments	February – June 2018
Main Build Final Details and Tendering	March 2018 – December 2018
Exhibition design, storyline, text-writing, graphic design	June 2018 – December 2019
Activity Plan delivery	June 2018 – April 2020
Build Construction	January 2019 – December 2019
Exhibition fit-out/object installation	January 2020 – March 2020
Public Realm works (THI initiative)	January 2020 – March 2020

Gearing up/soft openings
Opening

February 2020 – March 2020
April 2020

1.7 Ensuring the Project's Long-Term Future/Sustainability

Tavistock Town Council already funds the premises revenue costs of the Guildhall complex at a base level, including utilities, NNDR, insurance, maintenance and cleaning. The value of this in 2015/16 was £26,110.

The Council has demonstrated its committed to this project and to its responsibilities for ensuring that it meets HLF Approved Purposes for 20 years following project completion should its Round Two application be successful. Therefore, while the proposal is that the heritage visitor centre and visitor information service should be operated by Tavistock Heritage Trust, Tavistock Town Council has committed to underwrite the full additional revenue costs of operating the Guildhall, including the parts operated by Tavistock Heritage Trust, for the full 20 years. This was confirmed by the Council at its meeting on 25 July 2017 when it gave its final approval for the HLF Round Two application to be submitted.

The underwriting of the operating costs by Tavistock Town Council will help to ensure the long term sustainability of the Guildhall Gateway and protect HLF's investment in the project. The Town Council is confident that it can generate sufficient income from commercial activities from its wider property portfolio and local taxation to meet the additional costs of its commitment.

A key operational phase risk is organisational failure of the delivery partner, Tavistock Heritage Trust. Actions to mitigate this are set in the Risks section, and provisions to protect both parties should this arise will be in the Partnership Agreement between the Town Council and THT. However, if it were to happen, the broad options facing the Council are:

- Find another delivery partner
- Bring the operation in-house
- Change the scope of the operation (such as reduced opening hours)
- Close the Guildhall Gateway and repay delivery grant monies to HLF

Clearly, the last of these is not considered to be a desirable option. In the short-term, the Council would look to manage and maintain the operation itself while seeking another community delivery partner to take over from THT.

1.8 Main risks

1.8.1 Construction phase

- Actual capital costs higher than estimated
- Unexpected building issues resulting in contractor claims and programme slippage
- Project fails to attract sufficient volunteers to deliver activity plan

1.8.2 Operational phase

- Failure/default of delivery partner
- Project fails to attract sufficient volunteers resulting in additional staff costs
- Project fails to attract community support/visitor interest
- Income streams lower than forecast
- Other unexpected operating costs

Section 2: About Our Organisation

2.1 Tavistock

Tavistock lies on the south-west edge of Dartmoor National Park, about 15 miles north of Plymouth. Its name is derived from the River Tavy, which flows through the town, and 'stoc' which is a Saxon Old English word for settlement. For over 900 years Tavistock was dominated by two wealthy and powerful institutions: the medieval Benedictine abbey and the Dukes of Bedford. Under the patronage of the abbey, which was founded in 974, Tavistock grew to become a market town, woollen cloth producer, parliamentary borough and one of Devon's three original stannary towns.

At the Dissolution in 1539 Henry VIII transferred the abbey and most of its assets to John Russell, the first in a succession of Earls and Dukes of Bedford to own most of the town. In the 19th century Tavistock's economy and society were transformed by the expansion of metal mining, mainly for copper, around the town and in the Tamar Valley. The 6th and 7th Dukes used the revenues from copper mines on their land to redevelop the town centre, provide fine public buildings including the Guildhall and Pannier Market, and erect 'model' cottages for industrial workers.

Standing in the heart of an area of tremendous natural beauty, Tavistock today is a thriving market town, the largest in West Devon, with a population of 13,902 (2011 census). Its fine architecture of local stone, and its wide range of shops, award-winning and historic Pannier Market, park, leisure centre and theatre, are strong draws for both locals and visitors to the area. It is also a popular destination for both day trippers and staying tourists, who come to see the town itself and who make it their base for exploring the surrounding countryside.

2.2 Tavistock Town Council

2.2.1 Background

The origins of Tavistock Town Council date to the late 19th century, when two district councils were constituted to serve the Tavistock area - the Urban District Council and the Rural District Council. The Urban District Council soon added to its duties by assuming responsibility for a large amount of property previously owned by the Duke of Bedford.

The two district councils merged in 1966 and a new Parish Council was constituted for Tavistock, which inherited the Bedford estate property holdings. Local

government re-organisation in 1974 resulted in the Parish Council renaming itself 'Tavistock Town Council', and designating its Chairman the 'Town Mayor'.

2.2.2 Vision, Purpose and Responsibilities

The Town Council's vision is to be associated with the creation of a successful town, where people want to live, work, play and visit, with all residents having access to a high quality of life both now and in the future.

The Town Council works continuously to improve the social and economic well-being of the community, striving to enhance and protect the natural and built heritage for all the people of Tavistock and to realise accountable, economic and efficient quality services through consultation with the community and in partnership with independent and public sectors.

The Duke of Bedford's legacy makes Tavistock Town Council unique at a Civic Parish-level council as a major property owner in the town and local area. It is responsible 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, allotments, cemeteries, a car park and one area of farmland. The portfolio includes a number of listed buildings and the standing and buried remains of Tavistock Abbey, which is a Scheduled Ancient Monument, and the Guildhall complex, which it purchased for £200,000 from the Devon Historic Buildings Trust in 2014.

The Council also has the following purposes and responsibilities:

- Providing 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.
- Providing grants which make substantial contributions to the income of community organisations ranging from the Citizens' Advice Bureau to the local band.
- Organising and running major events in the town, including the annual historic Goose Fair, which attracts 20,000 visitors to the town at any one time, and supporting Tavistock BID in running the Dickensian Evening, which attracts many thousands of visitors each year.
- Advising and/or leading on planning for other major events in the town. Those that have taken place in recent years include the Tour of Britain and the Man Engine Tour.

2.2.3 Governance, Structure and Roles

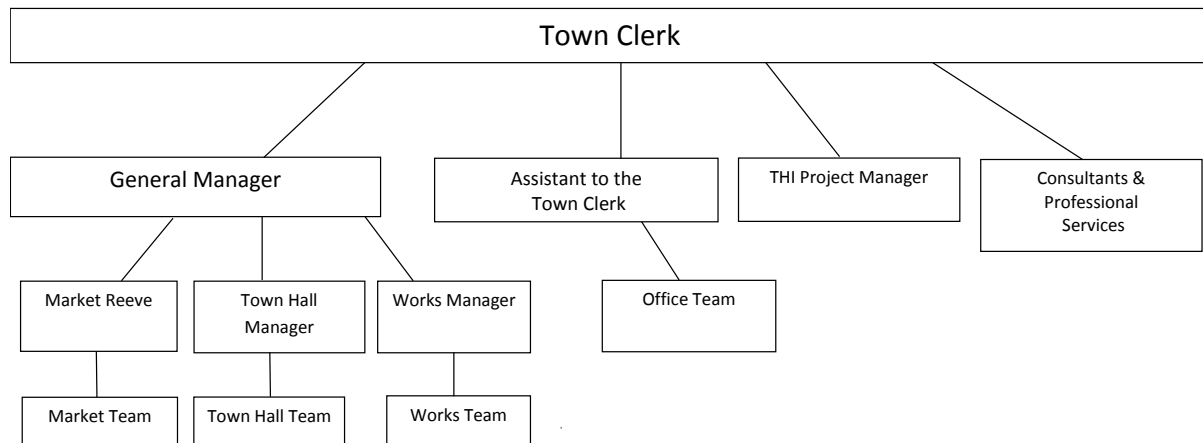
Tavistock Town Council has 17 elected Members representing three wards. Current Council Members were either elected in May 2015 for four years, or were co-opted shortly after the election. Full Council normally meets every four to six weeks. The Plans Committee meets three-weekly and considers planning applications and development policies affecting the town. Consultative Groups meet during the year, as required, to consider matters of detail concerning areas of Council work, with a Committee meeting to discuss budget setting. All Council and Standing Committee

meetings are open to the public and press and agendas and minutes are made available in the Town Library, Council offices and the Council's website.

The responsibility for implementing Council policy is led and managed at officer level by the Town Clerk (Head of the Paid Service), Carl Hearn. Carl is an experienced senior public sector company secretary, manager, holder of senior governance and service delivery positions in all types and tiers of local authority with approaching 30 years' experience. The Council employs 23 full-time staff, five part-time staff and casual staff as required (normally in the Town Hall). A structure chart (as at 7 June 2017) is included below:

STAFFING STRUCTURE

As at 7th June 2017



2.2.4 Operations

The Council's services are currently run from five sites within the Town:

- The Council Offices, Drake Road – corporate and administrative services
- The Guildhall – works, estate and commercial management services
- The Town Hall – Town Hall management and venue hire
- The Pannier Market – Market Reeve services
- The Cemetery Management Office

There is also a Works Depot where the Works Department team is based.

A key ambition through the Guildhall Gateway project is to co-locate the Council's corporate, administrative and relevant aspects of its operational management functions to within the Guildhall complex. This will enable the Council to operate more efficiently and effectively, and enable links to be made with other public, voluntary and not-for-profit organisations, so as to offer a 'one-stop-shop' to the community and visitors.

It is important to be clear that while some officers' work bases will move to the Guildhall, the properties themselves will remain in public use and/or operational use by the Council, and indeed some staff will still operate from there on a hot desking basis (for example, when the Town Hall is being used for venue hire). The principal intention of the one-stop-shop in respect of the Council's operations is to improve public access to, and the quality of, local services rather than on financial savings.

At the time of the Round One application, one option under consideration was disposal of some of the Council's premises to release capital receipts to contribute to the Council's match funding of this project. Following further review of the costs/benefits of this option, none of the above properties are being considered for disposal and the Council now intends to raise the additional capital it needs to match fund this project via the Public Works Loans Board.

2.2.5 Budgets and Financial Management

The Council's income in 2016 was £1.802m. The main sources of income were from rents, grants, tolls and the parish precept. Its expenditure over the same period was £1.399m. The surplus of income over expenditure was mainly due to slippage in the Council's capital programme. This surplus is earmarked for capital projects being taken forward in this financial year, including the Butchers Hall, and Townscape Heritage Initiative works. The Council's general unallocated reserves were £474,000.

Tavistock Town Council has an experienced financial management team which runs the Council's budget. The Guildhall Gateway Project, should it go ahead, will be set up as a separate account and managed using the Council's established financial system with technical support available, if needed, from West Devon Borough Council. The Town Clerk oversees the financial management of the Council and would oversee the overall funding of the Guildhall Gateway Project.

2.2.6 Experience

The Council has considerable experience of operating and maintaining historic buildings, acquired over many years, including carrying out capital redevelopment projects. The current value of the commercial assets it is responsible for is nearly £10 million. This is reflected in its operating structure, which has a professionally-qualified General Manager devoted to looking after this area of its responsibilities and whose role includes undertaking the surveying of the buildings, writing the schedule of works and specifications, carrying out the procurement process and project management/contract administration.

Examples of projects undertaken include replacement of the Town Hall main hall floor, redesign of the Town Hall commercial kitchen and bar, Town Hall internal and external redecoration, fire stopping to 9-18 Duke Street, replacement of play-equipment on numerous sites, footbridge replacement and resurfacing works. They range in value from small minor works schemes to major schemes totalling £200K. Many of these projects and other activities have been delivered in partnership with others, which has alignment to the principles of the partnership for the Guildhall Gateway Project.

2.2.7 Capacity to Deliver this Project

As a small organisation, the Council does not have permanent in-house project delivery capacity for large capital projects. Instead, when developing and delivering such projects, the Council routinely engages professional consultants and builds a bespoke team to suit the particular circumstances and requirements of the project. This is indicated by the Consultants and Professional Services box on the structure chart.

The other main project that the Town Council is currently working on is the £2M Townscape Heritage Initiative (THI) scheme, which includes renovating the Pannier Market and Butchers' Hall and enhancements to the public realm including Guildhall Square. As shown on the structure chart, there is a dedicated THI Project Manager for this project.

The Council has reflected on how the development phase of this project has progressed, and on comments from HLF following the mid-term review about its capacity to deliver this project. It has decided that a suitably-experienced Project Delivery Coordinator should be appointed for the delivery phase of the Guildhall Gateway Project to ensure that there is sufficient capacity to enable it to deliver the project successfully. Further details are in Section 8 of this Plan.

2.2.8 Financial Sustainability and Managing & Maintaining Project Outcomes

Tavistock Town Council already funds the premises revenue costs of the Guildhall complex at a base level, including utilities, NNDR, insurance, maintenance and cleaning. The value of this in 2015/16 was £26,110.

The Council is fully committed to this project and to its responsibilities for ensuring that it meets HLF Approved Purposes for 20 years following project completion should its Round Two application be successful. Therefore, while the proposal is that the heritage visitor centre and visitor information service should be operated by Tavistock Heritage Trust, Tavistock Town Council has committed to underwrite the full additional revenue costs of operating the Guildhall, including the parts operated by Tavistock Heritage Trust. The underwriting of the operating costs by Tavistock Town Council will help to ensure the long-term sustainability of the Guildhall Gateway and protect HLF's investment in the project. This was confirmed by the Council at its meeting on 25 July 2017 when it gave its final approval to the proposals as set out in the Business Plan and for the HLF Round Two application to be submitted.

The Council has also reflected on how the organisation will learn from the project's delivery to ensure that its impacts can be effectively managed and maintained following the delivery phase and to inform future project planning. To this end, the capacity proposed at Round One for evaluation has been increased at Round Two to ensure that the project will have a robust evaluation process and that a framework can be developed which can go on to be used to inform the ongoing management and maintenance of the project's outcomes. Please see Section 10 for more details.

2.3 Tavistock Heritage Trust

2.3.1 Background

The Tavistock Heritage Trust (THT) is a registered charity (Registered Charity Number 1173744) and a Charitable Company Limited by Guarantee (Company No 10607931). Its aims are to:

- Support and coordinate events relating to Tavistock's built, cultural and archaeological and natural heritage by motivating interest in the history and heritage of the town and the surrounding area
- Foster awareness of why protecting our heritage is so important not only now but for the future
- Change the way we learn about heritage and develop opportunities for people to take part in heritage activities
- Create opportunities for people to learn about heritage and develop new skills.

The catalyst which led to the formation of the Tavistock Heritage Trust was the need for a community trust as the delivery partner for the Guildhall Gateway Project and for the organisation of heritage activity in the Tavistock area, operating on an ecomuseum principle.

The Trust will be responsible for delivering the project's Activity Plan in line with the project's HLF Round Two application and for the ongoing running of the visitor offer in the Guildhall and associated heritage activities.

The Trust has developed from Tavistock Heritage, which was established in June 2015 to coordinate heritage activity in Tavistock and the neighbouring area. It was an unincorporated partnership body comprising representatives from public sector, voluntary, business and community organisations and included members from two independent, unincorporated organisations - the Tavistock Townscape Heritage Partnership and the Tavistock Area World Heritage Site Key Centre Working Group.

Following the Round One Pass from the Heritage Lottery Fund to support the Guildhall Gateway Project, the partnership decided at a special meeting in June 2016 that a Charitable Company Limited by Guarantee should be established to become Tavistock Town Council's operational delivery partner for the Guildhall Gateway. It was also agreed that the current wider partnership should continue to exist as an advisory forum, to be known as Tavistock Heritage Advisory Forum. Tavistock Heritage Trust continues to work with and seek support from this forum.

As it evolves the Trust will undertake different projects across a range of places and engage varying partners in accordance with ecomuseum principles. The Guildhall Gateway Project is just one of these, albeit arguably the most important one at present as its purpose is to provide a central hub for a first phase of ecomuseum activity. Others could include as yet unspecified community heritage projects across a broad spectrum.

2.3.2 Vision and Mission

The Trust's Vision is to aspire to see that the Tavistock area's rich and varied cultural, built and natural heritage is cared for, explained and made accessible for everybody's enjoyment and to an excellent standard.

The Trust's Mission is to promote and protect our World Heritage Site status and the unique built, cultural, archaeological and natural heritage which makes the Tavistock area so special.

2.3.3 Finances

The formation of the Trust has been supported by grants from Tavistock Town Council and others. The Trust is entering a phase of active fundraising to ensure the financial robustness that will be needed to become the Council's Guildhall Gateway Project delivery partner and to develop the other work that is proposed.

The Trust's Shadow Board has produced a draft business plan which includes indicative projections and assumptions for income and expenditure. The Trust's finances will be reported on at every quarterly Board meeting. The Trust is also seeking to appoint a financially-experienced 'business angel' to mentor the Board in its initial stages, and help to strengthen the Trust's financial robustness.

The Trust is aiming to set up a Fundraising group, whose specific role will be to find short and long term funding in line with the business plan.

2.3.4 Constitution and Governance

There are currently three Trustees who act as a Shadow Board to oversee the full establishment of the Trust. The Shadow Board has recently advertised for new trustees which include the chair, the secretary and the treasurer. Applications were received from seven people with a variety of skills and expertise, and these are at the time of writing being reviewed and the necessary paperwork for the new Board will be in place by the end of July 2017.

The full Board will be in place for the first AGM which will take place before the end of September 2017.

2.3.5 Current Priorities

Until the full Board is appointed, the Shadow Board, with skilled volunteer support and freelancer input, is undertaking a programme of development work to get the Trust ready to become Tavistock Town Council's delivery partner. This currently includes:

- Fundraising
- PR, website design and creation of Trust logo
- Developing a marketing & communications strategy

- Developing the partnership agreement with Tavistock Town Council to operate the Guildhall Gateway Visitor Centre and its associated activities, including the new visitor information service (see 2.4 below)
- Developing a health & safety policy and taking out its own insurance
- Discussions with the South West Police Heritage Trust regarding exhibitions in the Guildhall to draft an Agreement between the two parties
- Discussions with West Devon Borough Council on taking over the former TIC in the Court Gate
- Developing an interim programme of event and activities to run in the Guildhall from September 2017.

The Trust has joined the South West Federation of Museums, and representatives have been attending the Federation’s programme of training events in recent months to learn more about managing and maintaining a heritage offer and to network with heritage colleagues in the region.

2.4 Guildhall Partnership Agreement

The Council considers that the project as proposed at HLF Round Two represents the best and most sustainable way of preserving and protecting the iconic heritage asset that is Tavistock Guildhall. Moreover, it ensures that the original vision of a building built for the benefit of, and to deliver services to, the community in the 19th century can continue to do so in a relevant and meaningful way in the 21st century.

A 20-year partnership agreement is being developed between the Town Council and the Trust to enable the Trust to function as required under the project and to safeguard the interests and investment of the Council and HLF.

This has evolved through a collaborative process between the Council and the Trust’s Shadow Board, with both parties committed to ensuring that the right arrangements are in place to make a success of the Guildhall Gateway.

Initial legal advice has been taken by the Council and further work is now needed to develop this further, including the detailed content of the Schedules. Legal advice will then need to be sought by the Trust. A draft agreement which sets out the Heads of Terms and broad roles and responsibilities of the partners is attached as Appendix A to this Plan. The format of the agreement will be worked up further once the new Trust Board is in place in September and, should the HLF Round Two application be successful, will be signed for HLF Permission to Start in February 2018.

Section 3: Development of the Project

3.1 Origins of the Project

Tavistock Guildhall was completed in 1848 for the seventh Duke of Bedford. It exemplifies how the Dukes of Bedford used their mineral wealth in Tavistock 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.

By 1914, the building had transferred from the Bedford Estate to Devon County Police. The building started to fall into disuse in the 1990s, with the Courtroom closing in 1997 and the Police Station relocating in 2012. The building was by then in poor condition, having suffered a period of neglect through inappropriate repairs and ill-considered adaptation. It was, and remains, on Historic England's 'Heritage at Risk' Register (No:1309358), with the listing noting that "the roof is in very poor condition and the fabric in general urgently needs attention".

Devon Historic Buildings Trust (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.

In 2011 DHBT 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'.

DHBT 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 accordance with public wishes. However, following a market testing exercise, DHBT concluded that it should not proceed with its plans and put the property up for sale.

Tavistock Town Council strongly believed it would be very unfortunate if this important range of buildings became divided into private ownerships and lost for community use. It was also mindful of the opportunities presented by the building to meet the WHS Key Centre ambitions for Tavistock (see Strategic Context section below). It therefore purchased the property from DHBT for £200,000 with the aim of redeveloping the building and bringing it back into public use potentially including as the location for the WHS Key Centre.

3.2 The Current Situation

DHBT was able to fund some routine maintenance of the Guildhall during its ownership in an attempt to reduce the speed of deterioration, and this has been continued by the Council since it took over ownership in 2014. The Council now occupies some office space but the rest of the building remains unoccupied and is costing a considerable sum to insure and heat even at a base level.

A major programme of conservation and repair is now urgently required to prevent further deterioration. The redevelopment project is therefore essential not only to secure the long term stewardship and future of the Guildhall building, but also to return it to its historic place at the heart of community and civic life in Tavistock. The project will also enable the WHS Key Centre ambitions for Tavistock to be realised.

3.3 HLF Round One

Having purchased the building, Tavistock Town Council appointed Gillespie Yunnie Architects to develop concepts for the redevelopment of the Guildhall to form the basis of a HLF Round One Application submitted in February 2014. Gillespie Yunnie had previously been engaged by DHBT to undertake the Options Appraisal in 2011, and therefore were familiar with the building and the council's aims for its redevelopment. Following feedback from HLF, the Council appointed Gamble Fearon Partners and Andrew Thompson to develop outline interpretation, learning and activity proposals to form part of a revised application to HLF in February 2015. The revised application was awarded a Round One Pass in June 2015 and an HLF development grant of £48,700 towards total Round Two development costs of £81,850.

3.4 HLF Round Two

Work began on detailed project proposals in 2016 following the appointment of a team of design, interpretation, activity and business planning consultants and a Project Development Coordinator. The work undertaken during this stage of the project has culminated in the development of this Business Plan and other Round Two documents, notably the Stage C Design Report, HLF Round Two Interpretation Scheme, Activity Plan and Management & Maintenance Plan.

The preparation of this Business Plan during HLF Round Two has focused on:

- working with the activity plan consultant to research and determine the actual and potential market for the Guildhall Gateway
- ascertaining whether there is a viable business operating model for the Guildhall Gateway through testing a range of assumptions and income and expenditure projections, based on the actual and potential market for the Guildhall Gateway
- working with Tavistock Town Council and the Shadow Board of Tavistock Heritage Trust on developing the structural, operational and financing arrangements that will be needed to deliver, operate, manage and maintain the Guildhall Gateway visitor offer, and the formal partnership agreement that will be needed between the Town Council and Tavistock Heritage Trust to realise this.

Please refer to the other HLF Round Two documents and the HLF Round Two application for more details of work that has been undertaken in developing other aspects of the project.

3.5 Stakeholder Consultation and Engagement

There has been extensive consultation undertaken at all stages of the project's development with a wide range of stakeholders, including over 400 people who took part in activity plan consultation events during HLF Round Two development. Consultees include visitors attending Open Days, local heritage, tourism and

business partners, WHS partners, AONBs, schools, colleges, Plymouth University, scout and guiding groups, special interest groups and organisations, South West Police Heritage Trust, Historic England, the planning authority, the local authority Conservation Officer and the project's HLF Round Two Monitor and HLF Round Two Mentor.

There has also been wide-ranging consultation with other local and regional heritage and tourism professionals and/or visits to other heritage sites to learn from others, including WHS sites, museums and tourism centres. Full details are set out in the Activity Plan.

Overall, there is great enthusiasm for the project, with the overwhelming majority strongly in favour of the Guildhall being open again to the public. Key points from the consultation include:

- There is strong support for conserving as much of the building as possible and telling the story of its whole history, and for retaining features relating to the police use of the building.
- 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.
- There is a high level of interest in the Abbey, the Dukes of Bedford and their buildings and the town's history.
- Interactive interpretation, such as dressing up and first or third person interpretation, and guided and self-guided town tours, would be popular.
- There appears to be a relatively low awareness of why Tavistock is included within the World Heritage Site. There is a need to explain what the WHS is and why it is important. Signposting visitors to other things to see and do within the WHS is also seen as important.
- There is very strong support for making the Courtroom space available for multiple functions and for community use.
- Some groups would be interested in helping put on activities at the Guildhall.
- There is very strong support for the development of a visitor information service as part of the project, both among business organisations and more generally. Tourism professionals emphasised the importance of providing information through personal contact rather than relying on digital media.
- There are opportunities to develop research projects which can inform interpretation such as oral history and building recording.
- There is a good opportunity to create a strong partnership between the Guildhall project and the South West Police Heritage Trust.
- 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, including models for volunteer management, interpretation in WHS Key Centres, income generation and running community engagement projects.

The Design Team has consulted with the local authority Planning/Conservation Officer and with Historic England on the capital works proposals and formal pre-application advice has been sought. Further details are contained in the HLF Round Two Stage C Design report.

3.6 Development of Project Operating Model

The core principle underpinning the development of the Guildhall Gateway Project has always been that Tavistock Town Council will work in partnership with a community organisation to run the Guildhall visitor offer and to deliver the project's programme of activities.

As outlined previously, significant work has been undertaken during HLF Round Two to progress this fundamental component of the project. The key issues that have been addressed/resolved are:

- Establishing Tavistock Heritage Trust as a registered charity and Charitable Company Limited by Guarantee
- Development of a partnership agreement between Tavistock Town Council and Tavistock Heritage Trust.
- Ensuring the financial and organisational sustainability of the Guildhall Gateway Project so that it can meet HLF Approved Purposes for 20 years following project completion should its Round Two application be successful.

3.7 Letters of Support

Letters of support have been received from a wide-ranging group of people and organisations, including schools, partner organisations, stakeholders and local politicians. These are included as supporting information to the HLF Round Two application.

Section 4: Strategic Background

4.1 Project Aims

The project aims are to:

- conserve and repair 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.
- provide physical and intellectual access to the whole of the Guildhall complex, including for people with disabilities.
- 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.

- tell the important story of local policing and justice that took place in the Guildhall, using the original Victorian cells and courtroom for visitors to 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.
- 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.
- increase opportunities for volunteering across a range of roles (e.g. heritage/tourism information, guided walks, events and learning) within a well-planned and supported volunteer management framework.
- 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.
- deliver 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.
- deliver a one-stop-shop for council and other public services in the Guildhall.
- stimulate creative and dynamic strategic and operational partnerships between the Tavistock Heritage Trust, Tavistock Town Council and South West Police Heritage Trust, and foster effective collaborations with other organisations such as the Tamar Valley AONB and Dartmoor National Park along ecomuseum principles.
- increase the skills, knowledge and understanding of heritage management and conservation among the project partners' staff, volunteers, trustees, councillors and audiences/visitors.

4.2 Project Outcomes

4.2.1 Outcomes for Heritage

As a result of investment by the Heritage Lottery Fund and Tavistock Town Council, this project will enable our heritage to be:

- i. Protected, preserved and its long-term future secured, demonstrated by the following:
 - implementation of essential and lasting conservation and repair work as detailed in our HLF Round Two Capital Works Report

- Tavistock's historic Guildhall will be repaired to the extent that it is no longer on Historic England's *Heritage at Risk* Register
 - Tavistock Town Council's commitment to underwrite the operating and maintenance costs of the Guildhall Gateway for 20 years following project completion
 - a robust Management and Maintenance Plan with a clear, specific and resourced action plan.
- ii. Better understood and appreciated by more people, demonstrated by the following:
- installation of an exciting interpretation offer which will tell the fascinating story of the building and of Tavistock's wider heritage to both residents and visitors alike, among whom there is currently a low level of awareness of the town's contribution to the cultural 'mining' landscape of Cornwall and West Devon.
 - a comprehensive programme of activities, including a schools' programme and volunteer-led guided tours, will expand on content in the interpretation scheme to both widen and deepen people's understanding and appreciation.
- iii. Better identified/recorded, demonstrated by:
- research, condition reports and surveys commissioned as part of the project's development, together with formal recording of works during the construction phase, will add to the written and photographic record of the building and knowledge about the Guildhall
 - during the process of conversion, modern additions will be stripped back and hidden historic fabric revealed. Any historical objects discovered as part of strip out works will be carefully recorded, retained and displayed, or set aside to be investigated further.
 - an oral history project undertaken during the project's delivery phase will capture people's memories of the Guildhall, which will increase both organisational and public knowledge of the building's history and use.
- iv. Better managed, demonstrated by:
- under the property ownership of a public body, the combination of public services, community facilities and heritage interpretation and learning delivered by a strategic partnership, offers a robust strategy for viable long-term use
 - ownership of the historic core zone of 'Bedford' buildings by Tavistock Town Council, with its established and successful track record of maintaining historic buildings, will enable consistent management and maintenance
 - the Town Council maintaining an active involvement in the Guildhall Gateway offer throughout the operational phase through its 20-year Partnership Agreement with Tavistock Heritage Trust and its 20-year commitment to manage and maintain the offer by underwriting the Guildhall's ongoing operating costs

- a more joined-up approach to the organisation of heritage activity in the Tavistock area on an ecomuseum principle, through the wider strategic aims of Tavistock Heritage Trust.

4.2.2 Outcomes for People

- i. People will have learnt about heritage and have developed skills:
 - 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.
 - Visitors, including tourists, families and school students, will learn how and why the Dukes of Bedford planned Tavistock and created its magnificent architecture.
 - Visitors, including tourists, families and school students, will learn how policing and the justice system has changed since the Victorians.
 - Volunteers from a range of backgrounds will learn new research and oral history recording skills.
 - Volunteer guides and learning & events volunteers will learn how to communicate to a range of audiences. This allows for local people with an interest in history to be trained to impart that enthusiasm and knowledge as walking guides and volunteers, acting as heritage ambassadors for the town.
 - Front-of-house volunteers in the visitor information service and Guildhall will learn new customer service and retail skills.
 - Tavistock Town Council staff will learn new skills in working on historic buildings and exhibition design and interpretation.
 - People taking part in capital phase workshops will learn about the building and develop new conservation building skills.
 - People serving apprenticeships in building trades will learn new specialist skills during the building conservation and repair phase.
 - Local people, including families and school students, will have a better understanding of Tavistock's historic environment and will value it better.
 - 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.
 - Visitors, especially families and school students, will have enjoyed participating in imaginative, participative activities and some will be stimulated to take their interest further.
 - The provision of the Courtroom and Magistrate's Retiring Room as community spaces available for learning, events, workshops and courses will enable a wide range of people, who otherwise might not have access to such resources locally, the opportunity to learn and gain new skills.
 - People visiting the Council's 'one-stop-shop' will also directly experience, appreciate and learn about their heritage simply by using the building.
 - Trustees of Tavistock Heritage Trust will have further developed skills relating to heritage governance and strategy.
- ii. People will have changed their attitudes and/or behaviours

- The implementation of the ‘one-stop-shop’ in the town centre will lead to people considering the Guildhall to once again be at the centre of the community.
- The renovation and resultant improved appearance of the Guildhall, in combination with its varied uses, will allow local people to once again feel a sense of civic pride in the Guildhall and to make it a regular feature in their lives.
- Combined with the THI scheme, visitors to Tavistock will notice great improvements and encourage their friends, families and colleagues to visit. The range of activities and interpretation will attract a wider range of people, to understand, value, and care for their heritage, ultimately enhancing the local historic environment for future generations.
- The partnership between Tavistock Town Council and Tavistock Heritage Trust will build on, and provide new opportunities for, collaborative and partnership working between members of community groups and members and staff in local authorities. This model can go on to be adopted for future projects.
- The project will lead to greater awareness of the importance and significance of Tavistock’s WHS status, potentially resulting in people taking a greater interest in the value and care of the area’s heritage.

iii. People will have had an enjoyable experience

- The project will provide a community and visitor facility, which is welcoming and allows the Town Council to provide excellent customer service and present a friendly face to the town.
- The Guildhall Gateway Visitor Centre will be developed to be engaging and stimulating for a wide-ranging audience, particularly families and younger audiences.
- The joint offer of the Guildhall Gateway Visitor Centre and the Visitor Information Service will assist in making the overall experience of visiting Tavistock more accessible, enjoyable and more inspiring whilst also making it easier to navigate.
- Visitors will have been encouraged to explore beyond the building and to visit other heritage and landscape attractions in the local area.
- The Guildhall’s varied programme of activities and events will provide something for everyone’s enjoyment.

iv. People will have volunteered time

- Up to 50 new volunteers will be recruited and trained to act as visitor information assistants, stewards, learning and event assistants and tour guides in the Guildhall and the town.

4.2.3 Outcomes for Communities

i. Environmental impacts reduced

- Capital works will include the insulation of roof spaces and refurbishment of windows and doors to reduce draughts, a new efficient boiler and other services, low energy lighting, low water use fittings, natural and local materials and finishes from sustainable sources where they are fit for purpose. All these will greatly reduce the environmental impact of operating the building.
- A site waste management plan will be instigated during construction to minimise waste going to landfill and site visual impact.
- The design brief for the displays will include a requirement that they are robust, suitable to the specific environment and conditions, are easy to maintain and do not include elements vulnerable to damage or of high intrinsic value requiring additional security measures.
- The co-location of relevant Council services in one centrally-located building close to the bus station and long-term car parking will potentially reduce the number of local car journeys made and thus help to reduce transport emissions.
- The Guildhall's learning offer is designed to enable schools to combine a trip there with one the same day to another local heritage attraction, thus reducing costs for schools and transport emissions.

ii. More people/greater diversity of people

- The creation of a 'one-stop-shop' for public services will ensure a wide range of people visit the complex. Those coming to make a Town Council or public service enquiry may take the opportunity to explore the Visitor Centre and potentially to become involved in the programme of activities and events. Some may even go on to become volunteers.
- The new programme of activities will engage new audiences, particularly families and younger audiences, resulting in a more diversified mix of visitors to the town. This may have positive spin-offs for local businesses.
- Improved physical access will be provided through the introduction of two new lifts and a new accessible toilet at the rear of the courtroom.
- Improved sensory and intellectual access will be provided through the interpretation scheme by way of large text, Braille and audio formats. The content will be presented with layers of increasing depth to allow both casual and informed visitors to engage.

iii. Better place to live, work, visit

- The Gateway Project in combination with the Townscape Heritage Initiative will greatly improve the appearance of Guildhall Square by improving the public realm and the facades of the building. The empty Guildhall is very disappointing for Tavistock residents who feel it symbolizes the health of their

town. The occupation of the Guildhall and its vibrant cultural activity will bring vitality back to the Square and will allow local people to once again feel civic pride in this most special and characterful building.

- Community services in the town will be improved through the provision of a 'one-stop-shop' for Council and other public services and by creating a new visitor information service. This will encourage more people to visit and engage with the buildings on a regular basis. It will also give local people the opportunity to meet and engender an improved sense of community. It will further enable other public sector, not-for-profit and voluntary organisations to deliver services in a coordinated way from an accessible and central location.
- The Gateway Centre will become an easily accessible first point of contact to link to surrounding heritage sites.
- More ways will be provided for local communities to participate in their heritage during the construction phase through a programme of outreach and other activities.
- More ways will be provided for local communities to participate in their heritage once the Guildhall re-opens to the public, including through more volunteering and learning opportunities, and by holding more activities and events, including some outside of normal public opening hours.
- The Courtroom will be available for hire by individuals and community groups outside of normal opening hours, thus enabling this important historic space to be used by more people at more times.
- The project will provide greater opportunities to participate in activities, which in turn can have a positive impact on the health and well-being of local communities.

iv. Economy

- It is estimated that the Guildhall will attract 35,000 visitors in its first year of opening and 30,000 visitors ongoing. Many of these will be people new to the town who will be directed to and make use of local shops, cafes and facilities.
- The provision of a centre that connects and encourages people to visit a network of attractions will mean that people will plan more, stay longer, come back often and contribute greater spend in the local economy.
- Surrounding attractions will benefit from the increased exposure and signposting from the Guildhall Gateway and visitor information service.

4.3 Strategic Context

This section summarises the principal strategic and policy priorities determining the project's development and the project's fit with these.

4.3.1 Cornwall and West Devon Mining Landscape World Heritage Site

The Guildhall Gateway Project is the product of many years' long term strategic planning by the Cornish Mining WHS, local authorities and community groups.

Concepts for coordinating interpretation across the Site were first set out in the **WHS Management Plan 2005-10**, which identified the need for a hierarchical framework. The framework includes individual sites/attractions, Area Centres, and Key Centres covering a cluster of Areas.

This project is an essential element of the development of a WHS Key Centre for Tavistock, which in turn is an agreed priority of the WHS Partnership, which includes Devon County Council, Cornwall Council, West Devon Borough Council, two AONBs and the National Trust. **The Tavistock World Heritage Site Key Centre Assessment, 2012**, concluded that the current provision within the town's museum was insufficient to enable Tavistock to qualify as a WHS Key Centre, and that the principal action needed 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. This will be achieved through the Guildhall Gateway Project.

To fulfil the requirements of becoming a WHS Key Centre, the Project has to meet UNESCO WHS Strategy Standards including in the areas of management, interpretation and learning. The key documents are:

- **WHS Management Plan** - outlines site-wide goals for interpretation, learning and volunteering
- **WHS Interpretation Strategy** - sets out the interpretive methodology, standards and themes in accordance with UNESCO WHS guidelines.
- **WHS Learning Strategy** - lays out the framework within which Area learning strategies are expected to develop.

Other key WHS Key Centre documents relevant to the Guildhall Gateway Project's development are:

- **Tavistock WHS Key Centre Learning Strategy, 2013** - 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'
- **Tavistock WHS Key Centre Interpretation Strategy, 2014** - recommended the Guildhall as the ideal site for a centre whose 'primary role should be interpretation and orientation'

Please refer to the Activity Plan for full details of the WHS strategic context.

4.3.2 Tavistock Town Council Strategic Plan 2017 - 2021

Tavistock Town Council has a vital role to play in developing and participating in the successful progression of all aspects of life in Tavistock and its locality. The Council has four core strategic priorities as set out in its Strategic Plan:

- Democracy (D)
- Community (C)
- Economy (Ec)
- Environment (En)

The Guildhall Gateway Project relates strongly to all the core strategic priorities of the Council, and in particular to **En3 'Gateway Centre** – 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'.

Additionally the project supports the Plan's priorities to **promote collaboration between public services serving the community (C1), better manage community assets (C5), maintain and protect the unique built heritage of the town (En2), increase footfall and support economic development (Ec1) and increase efficiency (Ec 4)**. A copy of the Strategic Plan 2017-21 is included as a supporting document to the HLF Round Two application.

The Guildhall Gateway Project is thus firmly fixed as a priority project for the Council and is supported across the membership of the Council. Cllr Philip Sanders (Mayor) and Cllr Harry Smith (Lead Member for the Guildhall Project) have been closely involved in the project's HLF Round Two development and routinely attend project development meetings to represent the Council and to support the project development team.

4.3.3 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.'

4.3.4 Tavistock Townscape Heritage Initiative

In 2014 Tavistock Town Council was awarded £980,000 by HLF under its Townscape Heritage Initiative (THI) towards a £2M project 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 will build on existing HLF investment to make a significant and long-lasting contribution to heritage-led regeneration in Tavistock.

4.3.5 Tavistock Town Vision

A Town Vision for Tavistock is under consideration, which will set out the Town Council's wider ambitions for Tavistock, including how it will seek to contribute to and influence those matters it is not directly responsible for.

4.3.6 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.'

Section 5: Project Details

5.1 What the Project Will Do

The project will redevelop the Grade II* Tavistock Guildhall, former Police Station and Trowte's House, open up public access to its historic courtroom and police cells, provide a range of interpretive experiences within these spaces, offer a new learning, volunteering and activities programme for people of all ages, and make space available in the Guildhall for events and community use including outside of general public opening times. The visitor offer will be operated by Tavistock Town Council's delivery partner, Tavistock Heritage Trust.

The project will also deliver a new 'one-stop-shop' for Council and other public services based in the Guildhall, providing convenient and easy access to a range of information and support.

The provision by Tavistock Heritage Trust of a new visitor information service based in the former Tourist Information Centre adjacent to the Guildhall will complement and augment this range of public services and the Guildhall Visitor Centre offer.

Specifically, the project will:

- Undertake an extensive and detailed restoration programme of the building, including works to the roof, repairs to the chimneys, roof parapets and gutters, rainwater goods, leadwork, masonry repairs, window and door repairs, and demolition of modern fabric.
- Undertake new construction work including a new entrance, partitions, ceilings, insulating roofs, stairs, office fit-out, and associated electrical, plumbing and ventilation work.
- Improve physical accessibility to the building by installing two lifts, adjusting floor levels and providing disabled access via the rear of the building.
- Create a brand new heritage interpretation offer in the former police cells and historic courtroom, telling the fascinating story of the building and of Tavistock's wider heritage, which forms the eastern gateway to the Cornwall and West Devon Mining Landscape World Heritage Site.
- Create a new public reception area in the Guildhall for both welcoming visitors to the Visitor Centre and for Council 'one-stop-shop' services. A new extension will be created at the rear of this to provide staff and volunteer welfare facilities.

- Deliver a varied heritage activities programme for people of all ages, including a schools' offer, family days, research projects, skills workshops and a co-produced partnership project with the South West Police Heritage Trust for young people at risk of offending.
- Provide a dedicated space for heritage learning activities in the former Magistrate's Retiring Room.
- Offer a new prestigious venue in the historic Courtroom for events and functions, which will be available for community use outside of public opening hours.
- Offer a range of new volunteering opportunities, including as tourism information assistants, Guildhall centre welcome stewards, tour guides, and learning and events volunteers.
- Provide more ways for local communities to participate in their heritage during the construction phase through a programme of outreach and other activities.
- Provide more ways for local communities to participate in their heritage once the Guildhall re-opens to the public, including through more volunteering and learning opportunities, and by holding more activities and events, including some outside of normal public opening hours.
- Improve community services in the town through the provision of a 'one-stop-shop' for Council and other public services and by creating a new visitor information service.

5.2 Main Build Proposals

The conversion of the complex will enable an extensive restoration programme to be undertaken. This will include works to the roof, including repairing the parapet gutters, which are urgently required. The internal conversion work will be light touch, and conservation-driven, aiming to maximise the enjoyment of the building's intrinsic character whilst minimising interruption to the historic fabric. A key desired outcome through this work is removal from Historic England's Heritage at Risk Register.

Please refer to the bid documents submitted at Round One for details of the original outline proposals. The design has developed during Round Two through a series of workshops and design team meetings between the client, consultants and project partners including Tavistock Heritage Trust, and following discussions with the local authority Planning/Conservation Officer and with Historic England. The main changes to the Round One proposals are:

- **Visitor Entrance and Rear Courtyard Extension**

It became apparent during Round Two design workshops with the exhibition designers that the entrance sequence to the Guildhall Gateway centre proposed at Round One was not acceptable. The approach to the exhibition spaces once past the main fire station doors would have been fairly torturous for individuals and would have made accommodating larger groups difficult. A new visitor route is now proposed through the forming of two new internal openings from the reception area.

It is felt that the relatively minimal fabric loss should be balanced against the greatly improved visitor experience and opportunity for engagement in the historic fabric and

interpretation of heritage exhibits. Without these new openings visitors would be forced through narrow doorways and corridors unsuited to a visitor attraction, which would be off-putting to both first time and repeat visitors.

It has also become clear that the Town Council's welfare area will need to move to allow for a suitably-sized and welcoming entrance. To allow for this without reducing the exhibition spaces, activity areas and Town Council space, the proposal at Round Two is to infill part of the rear courtyard. This will provide Town Council and Gateway Centre staff and volunteer facilities. This proposal was included in consent pre-application discussions from which it was confirmed that Scheduled Monument Consent would not be required. The costs of this additional space will be fully met by the Town Council's match funding increase at Round Two.

- **Disabled Access**

The Round One scheme proposed a ramp to the front of the building for disabled access, with adaptations to the main entrance doors and internal levels in the courtroom lobby to enable disabled visitors to access the Courtroom.

Further consideration of this at Round Two has concluded that such an intervention would have too negative an impact on the unspoilt front elevation of the building (one of the principal contributors to its significance). A revised scheme is proposed at Round Two for a rear lift extension opening into the top level of the Courtroom, which will also enable an accessible toilet to be formed.

- **Courtroom Alterations**

The two short half lengths of previously altered seating are now proposed to be removed. This will allow for greatly increased flexibility for multiple uses including for display of collections from the South West Police Heritage Trust. The location of the accessible toilet as part of the new lift extension allows for the removal of the 20th century partitions at the southern end of the Courtroom and for the full extent of the Courtroom volume and windows to be appreciated.

Formal pre-application advice has been sought from the local authority Planning/Conservation Officer and with Historic England, who are both supportive.

The overall cost uplift to deliver the Round Two main build scheme is £315,760. Please refer to Gillespie Yunnie Architects' HLF Round Two Capital Works Report and the accompanying QS Cost Plan Report for full details.

5.3 Interpretation Scheme

A comprehensive interpretation scheme was submitted with the HLF Round One application. The interpretation scheme will be located in the former police cells and historic courtroom, and will tell the fascinating story of the building and of Tavistock's wider heritage, which forms the eastern gateway to the Cornwall and West Devon Mining Landscape World Heritage Site.

The detailed development of the interpretation scheme at Round Two has been informed by audience testing during Round Two consultation and in close liaison with our HLF Round Two Mentor, Laura Hetherington, following feedback at the mid-term review.

The broad themes and storylines as set out at Round One remain the same, but the detail and layout of interventions has been modified to create more space and to improve visitor flow. There is an uplift of £14,600 at Round Two for detailed design, construction and associated professional fees required to deliver the scheme.

The Round One bid contained a tentative proposal to include a Police and Magistrates' Museum. Since then an approach has been made to the newly-established South West Police Heritage Trust (SWPHT), based in Okehampton, to discuss the possibilities of the loan of a small number of police artefacts to be displayed in the Guildhall and collaboration on activities to engage young people in the Guildhall Project. This approach has been met with enthusiasm by the Trust's curator and the Chair of Trustees, and is now being followed up by THT with the aim of developing a formal partnership. At the time of writing an initial meeting had taken place between the two organisations and a letter of understanding to work together had been received from the Chair of the SWPHT. This letter is included with the Letters of Support submitted with this HLF Round Two application.

Following advice from our HLF Monitor during Round Two development, we have looked at other options should the partnership with the SWPHT not come to fruition. One option would be to work with a local person who has a private collection. If this is not possible, THT would put together alternative ideas of interpreting police history in the town and the building, including an oral history. The area allocated for actual exhibits is modest, so such changes would not impact on the overall interpretation scheme design and layout.

The Guildhall Gateway will complement the existing heritage interpretative provision that is on offer in the town at the neighbouring Tavistock Museum. The museum concentrates on collections in galleries, whereas the Guildhall's focus will be on thematic interpretation and learning. There are significant opportunities for collaboration on developing a complementary visitor offer, visitor management and educational activity. Work to progress this will be a priority for the Trust once the HLF Round Two application has been submitted in readiness for the opening of the visitor information offer in 2018 and the Guildhall Gateway itself in 2020. Further details are set out in the Activity Plan. The letter of the support from the Chairman of Trustees of Tavistock Museum being submitted with the HLF Round Two application speaks of *"the possibility of cooperation between the two initiatives in the future."*

5.4 Activities

The project will offer a new learning, volunteering and activities programme for people of all ages, and will make space available for events and community hire outside of general public opening times. Audiences will be able to participate in and enjoy a range of memorable and diverse activities and experiences.

The project's planned range of activities as set out in the HLF Round Two Activity Plan include:

- Delivering outreach sessions at Tavistock Primary school.
- An in-depth project through the duration of the project delivery phase 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.

The planned target audiences are:

- Schools - with a focus on pilot and in-depth projects during the delivery phase in partnership with Tavistock schools; wider school audience once the Guildhall is open to the public
- Families with children, especially children aged 5 to 11 who can in part be reached through the schools' projects
- Tourists
- Young people at risk of offending

The project will also work with existing audiences for heritage in Tavistock, principally adults and special interest groups.

The Round Two proposals have developed considerably from the concept proposals submitted at Round One. There will need to be a significant increase in the capacity and resources proposed at Round One to deliver the Round Two scheme, particularly in respect of the schools' programme and other formal learning activities. Following advice given by HLF during Round Two development, provision has also been included at Round Two to subsidise the costs of THT's Development Officer. An increase of £58,000 has been included at Round Two to fund these additional costs.

5.5 Construction Phase Works Programme

The project construction works will be delivered in two main phases – main build and fit-out. The site will be singly-occupied during each phase, i.e. there is no proposal for shared-site use. The public realm works taking place as part of the separate THI project have been scheduled to take place concurrently with the fit-out works. At the time of writing, the Town Council was minded to let the public realm works as part of the Guildhall main build works contract. The site will be closed to the public during this time, although there will be some planned activities taking place both before and

during the build works. Please refer to the Activity Plan for more details of the planned programme of events/activities during the closed phase.

5.6 Business Operating Model

The core principle of the business operating model is that the Guildhall Gateway visitor centre will be operated by Tavistock Heritage Trust as the Town Council's project delivery partner. Included within this will be a new visitor information offer, which will be located in a room under the archway adjacent to the main Guildhall complex. This will be the starting point for some of the project's activities, and there will be a small retail area serving visitors to both the Guildhall Gateway and the visitor information hub itself.

This business model has several potential advantages:

- It supports a key strategic aim of the WHS and local organisations since 2013, which is for organising community-led heritage activity in Tavistock along ecomuseum lines
- The Guildhall heritage offer and associated programme of activities will be run by an organisation with a single purpose of supporting, raising awareness of the importance of, and providing opportunities to learn about, Tavistock's heritage. Such singularity of purpose should help to provide the focus and attention needed for the business model to grow and thrive
- Trustees can be specifically sought for the skills and experience that they can bring to supporting and delivering this purpose, for example in heritage management, business development, fundraising, learning, entrepreneurship, marketing and communications and tourism
- As a charitable trust, the organisation will be able to access funding streams closed to local authorities, such as grant-giving organisations and Gift Aid
- The credibility, probity and political neutrality associated with this designation of organisation can encourage people to support it, both morally and financially; evidence from elsewhere suggests that when a heritage offer is community-led and run it is more likely to benefit from feelings of ownership and support from the local community, for example in recruiting volunteers or fundraising
- With its financial and managerial autonomy, a charitable trust often has the flexibility to make more responsive and timely decisions than may be possible within local authority procedures

Should the HLF Round Two application be successful, Tavistock Town Council will have a contractual commitment for ensuring the future sustainability of the project so as to meet HLF Approved Purposes for 20 years following project completion. In December 2016 Council Members made an in-principle agreement to fully underwrite the operating costs of the Guildhall Gateway to achieve this. This was confirmed by the Council at its meeting on 25 July 2017 when it gave final approval

to the submission of the HLF Round Two application. Please refer to the draft income and expenditure proposals in Section 7 where this is set out in more detail.

5.7 Project Costs

The estimated total costs at Round Two to deliver the Guildhall Gateway Project are £1,713,206. The summary breakdown of the costs is as follows:

Capital costs	£1,276,584
Activity costs	£149,842
Other costs	£ 286,780
Total	£1,713,206

This is an increase of £498,386 against the Round One proposals.

Please refer to Appendix B for a more detailed breakdown of these costs. A cash flow for the construction phase of the project is attached as Appendix C.

5.8 Project Funding Strategy

The project is applying to HLF for a delivery grant of £817,800. This is an increase of £100,000 from the Round One application, though a decrease in the intervention rate from 59% at Round One to 48% at Round Two.

The remainder of the project costs will be met by Tavistock Town Council. The Council's decision on 25 July 2017 agreeing to this is included as Appendix D.

At the time of the Round One application, one option under consideration was disposal of some of the Council's premises to release capital receipts to contribute to the Council's match funding of this project. Following further review of the costs/benefits of this option (including current market conditions and potential sale values), the Council is no longer considering this option, and now intends to raise the additional capital it needs to match fund this project via the Public Works Loans Board.

5.9 In-Kind Contributions

The operational delivery of the Guildhall Gateway and visitor information centre will be supported by (and reliant upon) a team of at least **50 volunteers** whose roles will include visitor information assistants, Guildhall centre welcome stewards, tour guides, and learning and events volunteers. It is estimated that up to 7,500 voluntary hours will be needed annually, which has a notional annual value of between around £50,000 - £150,000 based on an in-kind value of £50 - £150 a day.

These are all brand new volunteer opportunities that will be made available through this project.

5.10 Project Programme

The provisional outline programme is as follows:

HLF Round Two Submission	August 2017
HLF Round Two Decision	December 2017
HLF Permission to Start	February 2018
Project Delivery Team appointments	February – June 2018
Main Build Final Details and Tendering	March 2018 – December 2018
Exhibition design, storyline, text-writing, graphic design	June 2018 – December 2019
Activity Plan delivery	June 2018 – April 2020
Build Construction	January 2019 – December 2019
Exhibition fit-out/object installation	January 2020 – March 2020
Public Realm works (THI initiative)	January 2020 – March 2020
Gearing up/soft openings	February 2020 – March 2020
Opening	April 2020

Please refer to the full project programme submitted with the Round Two application for more details.

Section 6: The Market

This section 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 and from consultations and comparator analysis undertaken during the HLF Round Two development phase of this project.

6.1 Current Audiences

As the Guildhall Gateway is a brand new offer, evidence to inform this section has been taken from studies into Tavistock's heritage audience more generally and from Tavistock Museum visitor survey information.

6.1.1 Tavistock World Heritage Learning Strategy 2013

In 2013, Emmie Kell Consulting conducted an audit of learning provision in the town and across the Tavistock WHS Key Centre Area for the Tavistock World Heritage Learning Strategy. Consultations were undertaken with stakeholders, potential funders, partner organisations and audience representatives to establish the barriers to engagement and learning and the opportunities for development.

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.

The main findings from 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.

It 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'. As such, 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.

The 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.

During the Guildhall Gateway Project development phase it became apparent that the number and nature of the potential audiences identified in the 2013 strategy needed to be reduced and refined. An extensive consultation programme has been carried out to do this. 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 findings and conclusions from this consultation are set out in the next section, Market Assessment.

6.1.2 Tavistock Museum

Tavistock Museum, which is located next to the Guildhall, collects visitor numbers from entries in the visitors' book. In 2016 there were 8,273 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. 296 forms were completed in 2016.

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 thirds visited because of an interest in local history or finding out more about the town.

There were 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 2009¹ 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 2013 Learning Strategy.

6.1.3 Tavistock Heritage Events

Tavistock participates in the national Heritage Open Days initiative and has since 2014 run an annual Tavistock Heritage Festival. Detailed visitor information is not collected, but anecdotal evidence suggests 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 for the Heritage Open Day 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.

6.1.4 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'.

6.2 Market Assessment

This section examines the market context within which the Guildhall will operate. It summarises:

- 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.

¹ Courtesy of A. Mettler and cited in the Tavistock WHS Key Centre Area Interpretation Strategy 2014.

Full details and a comprehensive assessment of this is contained in the HLF Round Two Activity Plan for this project, which should be referred to for more in-depth information.

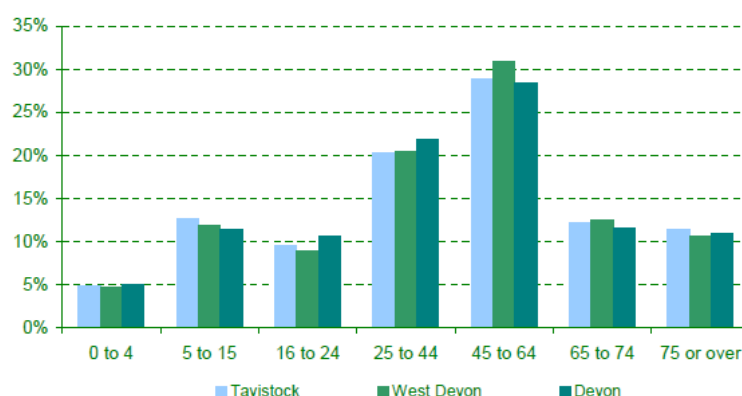
6.2.1 Tavistock

Tavistock is a market town and service centre with a population of almost 12,500.² 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



Tavistock's population is relatively highly skilled and well educated.³ 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.

Tavistock's economic outlook is 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

² Plymouth and South West Devon Joint Local Plan Consultation Version, 2017.

³ All figures in this paragraph are taken from the Devon Joint Strategic Needs Assessment Community Profile for E02004233, 2016.

vast majority of these commuted from the Tavistock area.⁴ 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.

6.2.2 Tavistock Town Benchmarking Report 2017

This report, commissioned by West Devon Borough Council from the *People and Places Partnership*, measures Tavistock's performance against other small market towns across the country. Its overall score for its shops, retail vacancy levels, footfall, visitor spend and car parking provision is within the average range. However, it shows that Tavistock scores above average for the number of independent shops and its market (which is adjacent to the Guildhall), with 89% of Town Centre Users recommending a visit, considerably higher than the national average. That said, 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 economic challenges.

6.2.3 West Devon

This section summarises the West Devon area profile produced by SERIO and Ekosgen for Devon County Council in 2014. Fuller details of this are contained in the HLF Round Two Activity Plan.

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. 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.

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. A considerable proportion of the employment is in the

⁴ SERIO, Tavistock Townscape Heritage Initiative bid to the Heritage Lottery Fund Case for Intervention, 2012.

health and social care sector due to the high proportion of residents aged 65 and over. Agriculture is also an important part of the West Devon economy.

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 Council⁵ 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.

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.

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.

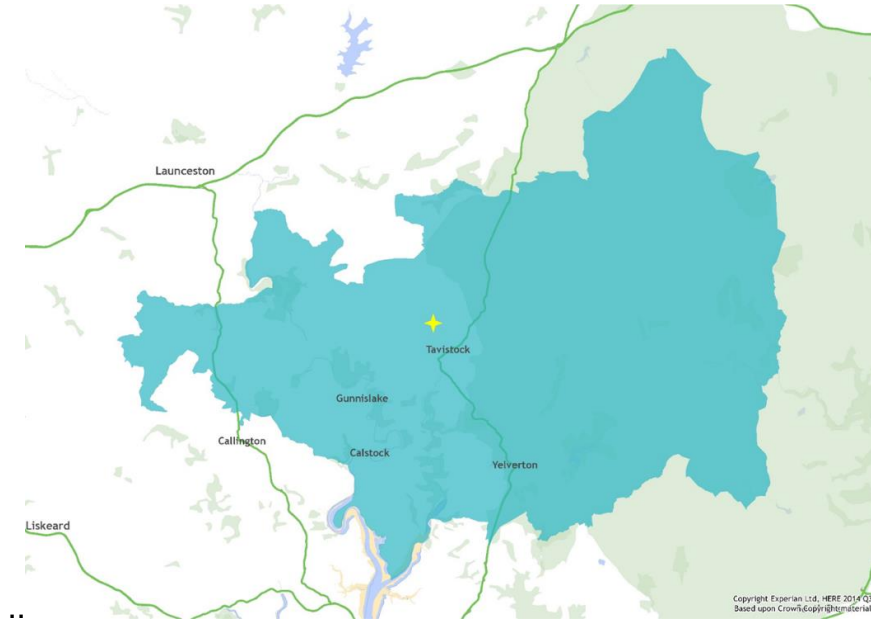
6.2.4 Area Profiles

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: for the local Tavistock area, and for 30 minute and 60 minute drive times.

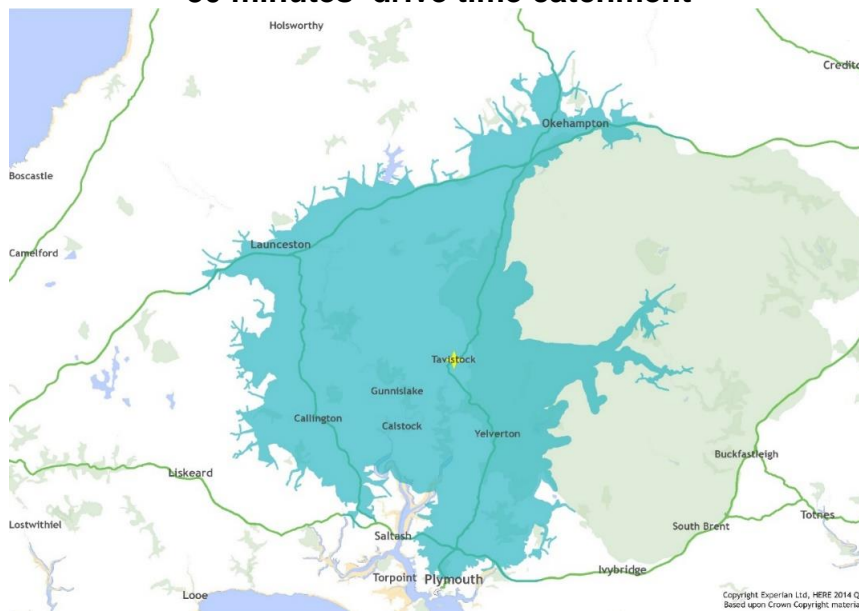
Tavistock area

⁵ SERIO, Tavistock Townscape Heritage Initiative bid to the Heritage Lottery Fund Case for Intervention (2012)



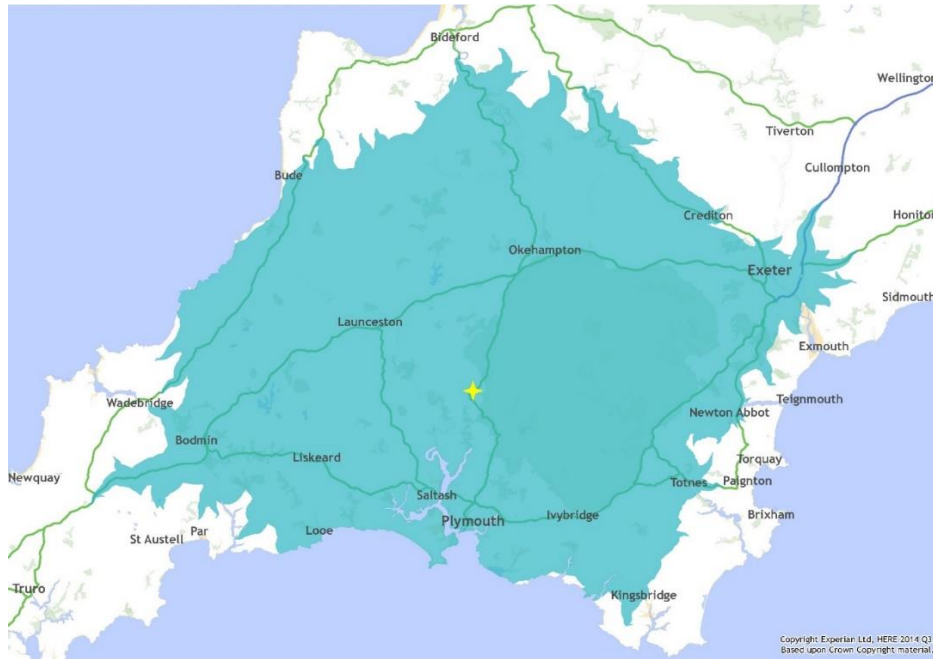
The Tavistock catchment covers the town and its hinterland and contains part of rural West Devon including Yelverton and western Dartmoor and extends into East Cornwall including the villages of Calstock and Gunnislake. It can be interpreted as broadly corresponding to the catchment for which Tavistock serves as a market and service centre. Most potential recruits for volunteering in the Guildhall would probably be drawn from this area.

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.

60 minutes' drive time catchment



The 60 minute drive time catchment takes in Bude and North Cornwall, 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.

This data has been used to profile:

- the **population** of the three catchments
- **audience segmentation** according to people's attitudes towards **culture** and by what **activities** they watch and participate in
- **socio-demographic segmentation** according to the Mosaic system, which classifies consumers according to their demographics, lifestyles, preferences and behaviours
- propensity for **heritage visiting**

Headline Findings

- Total populations in each of the catchment areas are as follows:

Tavistock area	30 minutes' drive time	60 minutes' drive time
38,604	216,089	796,280

- 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.

The full details and analysis of these Area Profiles are contained in the HLF Round Two Activity Plan. Please refer to this for more information.

6.2.5 Tourism Market

The importance of the visitor economy to Tavistock and West Devon is beyond doubt. 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.

However, compared to the rest of the county, West Devon lags behind. The number of day trips is a third lower than the county average and visitor expenditure is less than 50% of the county average. The picture is much the same in respect of domestic overnight tourism, with total overnight visitor spend also less than 50% of the county average.

This suggests there is an untapped potential for increasing both day trip and staying tourist visits to Tavistock and West Devon, provided the right offer is available. In 2010 and 2012 the Cornish Mining WHS commissioned research into the profiles and perceptions of potential visitors. The research covered the whole WHS but its findings appear very relevant 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 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.

Together they include about 25% of the population and so provide a large potential tourism market for the Guildhall Gateway WHS Centre.

6.2.6 HLF Round Two Consultation 2016/17

As set out in Section 3 above, an extensive consultation programme has been carried out during HLF Round Two development with stakeholders and potential audiences to assess the market and their preferences for the Guildhall Gateway offer.

Please refer to Section 3 for more information, and to the Activity Plan for the detailed findings.

6.2.7 Schools

The HLF Round One application identified schools as a target audience. This was based on the WHS Tavistock Key Centre Learning Strategy's proposal that heritage learning providers should target schools and 'especially those in the immediate vicinity'. Consultation has been undertaken by the project's activity planner during HLF Round Two development with 16 teachers and head teachers, focusing on schools within no more than a 30-60 minute drive time of Tavistock and the Guildhall.

Charging for school visits varies greatly between heritage visitor attractions in the area. A charge of £3.00 per child is a common starting point (e.g. Torre Abbey, Dartington Deer Park). Closer to Tavistock, Morwellham Quay charges from £7.95 - £9.95 per child for a four-hour visit.

The conclusion from this research is that the Guildhall Project has considerable scope to develop appealing programmes of study around topics such as crime and

punishment and STEM subjects, although it should be noted that there has been a general decline in recent years in school visits to museums and heritage attractions.

6.2.8 Coach Visitors

Tavistock Town Council operates a Coach Drivers' Incentive Scheme, which in 2015/16 brought 260 coaches and a reported 10,589 passengers to the town, who spent an estimated £52,945. The months when coach visits are highest are April, May, September and October. Most passengers will be pre-disposed to spend money because they are engaged in a leisure activity.

Data is not collected 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 is great potential to attract coach passengers to the Guildhall, particularly in respect of guided tours, but this requires further market testing and would require dedicated marketing. The seasonal visiting patterns suggest that the coach market could potentially provide visitors 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.

6.2.9 Guided Tours

The market for guided tours in Tavistock has already been established through the successful programme of walking town tours already on offer. Research undertaken with other heritage attractions during Round Two confirms that tours are enduringly popular and a lucrative income source, especially if they are developed and run by volunteers, as would be the case for the Guildhall. Coach visitors (see above section) could be a key target audience if marketed properly.

6.2.10 Commercial Events and Activities

Tavistock is already well-served with spaces for venue hire to suit all group sizes and budgets. These range from small-scale self-service-type room hire (community/ church halls etc.), which is popular with community groups and children's parties, to larger fully-equipped conference and reception spaces such as those offered in the Town Hall and the Bedford Hotel. Rates for room hire start at a very reasonable £4.85 an hour and take-up is high.

Of the two rooms available for venue hire in the Guildhall, one of these, the Courtroom, has fixed seating, making its range of uses limited. That said, the Courtroom is a special, historic space and has excellent acoustics. Feedback during Round Two consultation shows that the Guildhall is highly valued by local people as a key part of the town's heritage, which should be open and available for community use.

6.2.11 Market Assessment Conclusions

- Two thirds of West Devon’s population live within the Tavistock area. Beyond this there is a potentially large audience 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. The Guildhall offer needs to cater for both local and more distant audiences by ranging from, for example, 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 with this audience is through building partnerships with schools and community groups such as scouts and guides.
- The age profile and segmentation suggest 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 ratio of voluntary organisations to population in Devon.⁶
- 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 focused 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.
- The Guildhall will be operating as a new business venture in a challenging local economic environment. There are consequently relatively few

⁶ Third Sector Overview of Devon 2014, Devon Voluntary Action.

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 talks programme, 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, the business model will require the development of a low cost delivery model relying heavily on a well-trained and effectively managed volunteer workforce.
- Tourism plays a major part in the West Devon economy. Providing a tourism information service and enhancing the visitor experience through activities such as guide walks are essential elements of the Guildhall project, which will build on the introduction to Tavistock provided by the interpretation and orientation displays.
- It would be difficult for the Guildhall to compete in the existing Tavistock market for “routine” venue hire, but there would be some value in marketing the Courtroom as a niche venue, perhaps for private functions/musical performances, although the take-up is unlikely to be significant.
- The Guildhall is not considered to be the most suitable of locations for weddings, particularly given the other facilities available in the immediate vicinity (the Town Hall and the Bedford Hotel). There may be a small niche market, however given the set-up costs to be a licenced wedding venue, offering occasional weddings could actually cost more than it earns. It is advised that Tavistock Heritage Trust and Tavistock Town Council reconsider the potential of the venue to hold weddings once the redevelopment works have been completed and the venue has become established.

6.3 Comparator Analysis

This section is intended to give an indication of potential visits to the Guildhall Gateway based on 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.
Dartmoor Prison Museum	unavailable	33,000	Open year round. Admission £3.50/2.50

6.4 Target Audiences

Based on our market research and Round Two consultation, the target audience for the Guildhall Gateway are:

- Schools - with a focus on pilot and in-depth projects during the Delivery phase in partnership with Tavistock schools; wider school audience once the Guildhall is open to the public
- Families with children, especially children aged 5 to 11 who can in part be reached through the schools projects.
- Tourists
- Young people at risk of offending.

The project will also work with existing audiences for heritage in Tavistock, principally adults and special interest groups.

We are proposing annual visitor numbers to the Guildhall Gateway of 35,000 during the first year of operation, falling to 30,000 ongoing. This is based on opening 10.00am – 4.00pm Tuesday-Saturday year round and 10.00am – 4.00pm Tuesday – Sunday from 1 April to 31 October. Admission will be free.

Section 7: Financial Appraisal

7.1 General Assumptions

The assumptions made throughout this section cover the project delivery phase and the first five years of its operation. Please refer to Appendix E for the detailed income and spending spreadsheet.

It is assumed that the Guildhall Gateway visitor centre will be operated by Tavistock Heritage Trust as the Town Council's project delivery partner. Included within this will be a new visitor information service, which will be located in a room under the archway adjacent to the main Guildhall complex. This will be the starting point for some of the project's activities, and there will be a small retail area serving visitors to both the Guildhall Gateway and the visitor information centre itself.

The assumptions relate to the Guildhall Gateway Project. They do not cover the general financial position of Tavistock Town Council. Detailed information regarding this may be obtained from the Council's website where its annual accounts are published: www.tavistock.gov.uk/your-council/council-information/council-finances. The assumptions also do not cover the wider operating costs of Tavistock Heritage Trust (i.e. relating to non-Guildhall Gateway costs).

Should the HLF Round Two application be successful, Tavistock Town Council will have a contractual commitment for ensuring the future sustainability of the project so as to meet HLF Approved Purposes for 20 years following project completion. In

December 2016 Council Members made an in-principle agreement to underwrite the operating costs of the Guildhall Gateway for up to 20 years to achieve this. This is because delivering the project is a key priority for the Council in its strategic plan. The whole point of its acquiring the Guildhall in the first place was to secure it in public ownership and to enable the building's return to community use, potentially to include the delivery of the WHS Key Centre ambitions for Tavistock.

The notional loss of income to the Council from commercial rental of the buildings has been estimated to be in the order of £14,600 per annum for the former Police Station and £9,000 per annum for Trowte's House/Guildhall. Whilst this has not been factored into the income and expenditure projections, it could be argued that this represents further indirect match funding from the Council towards the project in the form of an 'in kind' benefit to Tavistock Heritage Trust or foregone income to the Council.

It is important to note that the Town Council already funds the premises costs of the Guildhall (including NNDR, insurance and base level utility costs). The value of this funding in 2015/16 was £26,110. Therefore, the additional cost burden that may fall to it is limited to the extent of increased costs through additional usage (utilities and cleaning in particular) and underwriting any shortfall in THT's income over expenditure in respect of delivering the Guildhall Gateway.

From our market research during Round Two development we have based our assumptions on visitor numbers of 35,000 during the first year of operation and falling to a steady 30,000 ongoing (see Market section for more details). This is felt to be a suitably prudent level for the purposes of these projections.

7.2 Staff and Volunteer Costs

The proposed model for operating the Guildhall Gateway visitor attraction will be a part-time manager employed by THT, supported by a learning and participation coordinator and volunteers.

7.2.1 Town Council Staffing Costs

The staffing costs associated with operating the Council's "back-office" functions, including the shared Guildhall reception, will be funded as they are now from the Town Council's existing core budget and as such are excluded from these projections. The same applies to any costs or income associated with the civic hub/one-stop-shop for public services.

7.2.3 THT Development Officer

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

The remit of this role will change as the Trust evolves and as the Guildhall Project transitions from delivery to operation.

- **Project Delivery Phase**

During the **project delivery** phase this role will be working with trustees to prepare the Trust for its role as delivery agent for the Guildhall Gateway Project's visitor attraction and will be the workstream lead for delivery of the HLF R2 Activity Plan, reporting on this to the Project Delivery Coordinator. Tasks will include setting up operating policies and procedures; recruitment, induction and training of volunteers; commissioning and managing learning and participation activities, supervision of the Learning & Participation freelancer, developing and testing the guided tours (with volunteers as an activity plan task); marketing and communications of the Trust and the Guildhall offer; launching the visitor information service; planning for the delivery of the WHS Key Centre Agenda and planning for opening of the Guildhall visitor centre.

- **Operational Phase**

During the **operational** phase this role will be responsible for managing all aspects of the Guildhall visitor centre and visitor information service including delivery of the operational phase elements of the HLF R2 Activity Plan in line with HLF Approved Purposes and the agreement between the Council and THT to manage and maintain these for 20 years following project completion.

Taking all that into account, it has been assumed that the Development Officer is a part-time role, working an average of 2½ days a week. The exact working pattern may need to vary over the year according to seasonal opening requirements and demand. It is recommended that the Trust considers using a flexible or an annualised hours employment contract to cover this.

Should the Trust's operation expand significantly beyond the Guildhall Project, then this role may too need to expand. However, since this would be outside the scope of this project, no assumptions have been made or included in these projections.

The salary for the role has been assumed at a WTE rate of £25,000, which is comparable with similar roles recently advertised in the South West. Our Round Two application seeks HLF funding of 75% towards the costs of the Development Officer during both construction years of 2018/19 and 2019/20, when we will be earning little or no operating income, and a £3,000 HLF subsidy during Year One operational whilst the visitor base and income streams are being built up.

7.2.4 Learning & Participation Coordinator

- **Project Delivery Phase**

During the **project delivery** phase, this role will be responsible for the practical coordination and/or delivery of the Guildhall Gateway Activity Plan during the project delivery phase, such as the schools' programme, family days, volunteer activities and in-depth projects. It will report to THT's Development Officer. A full role profile is included in the HLF Round Two Activity Plan.

We have allowed 90 days for this during the project delivery phase to develop and test activities and to build the learning offer – 45 days in each of 2018/19 and 2019/20 – at a daily rate of £200 in line with standard day rates for this sort of role.

Additional specialist freelance capacity may be required on top of this to deliver specific activities depending on the skill set of the person appointed. We have assumed £5,200 in the delivery phase costs for this.

- **Operational Phase**

The aim is to run an ongoing formal and informal learning programme once the Guildhall has opened in Spring 2020, so creating a lasting legacy for the Guildhall project. Activities are expected to include a schools' programme, an informal learning programme, volunteer-led guided tours and community events.

The precise details of the ongoing offer will be informed by evaluation of the project's Activity Plan during the delivery phase. It has been assumed that delivery of the ongoing programme is also through a freelancer/s who can work flexibly as required. An average daily rate of £200 has been assumed in line with standard day rates based on 30 days worked flexibly over each year to deliver both the formal and informal learning programmes.

It has been assumed in the Round Two application that HLF funding will continue to be available to fund this role during the first year of operation whilst THT builds the income streams necessary for to run it on an ongoing basis.

7.3. Running Costs

Premises running cost assumptions are based on existing costs where known increased in line with the extension to the occupied space in the Guildhall and public usage. Utilities projections are based on calculations done by the project's M&E engineer.

In accordance with its contractual commitment for ensuring the future sustainability of the project to meet HLF Approved Purposes for 20 years following project completion, Tavistock Town Council has agreed to fully underwrite the premises costs of the main Guildhall building. The Council will also underwrite the supplies and service costs relating to the shared areas of the Guildhall building (such as broadband and ICT maintenance). This funding is shown as income in the projections.

The projections include THT's supplies and services costs for operating the Guildhall Gateway centre and the associated visitor information offer and the project activity programme. Some one-off costs during the project delivery phase, such as developing the website and purchasing of learning materials and equipment, are included as either fully or partly funded by HLF and highlighted in orange on the income and spending spreadsheet.

Tavistock Town Council already spends £26,110 on the premises costs of the Guildhall (excluding property maintenance and security, which are funded from core

budgets). The total projected additional costs falling to it directly from the project's operation will mean an estimated increased cost to the Council of about £63,713 a year.

As reported earlier, the Council now intends to raise the additional capital it needs to match fund this project via the Public Works Loans Board. The Council will be paying debt charges of £26,200 a year for 20 years to service this loan.

In addition to the Guildhall, the Town Council owns several other buildings in commercial and/or community use and will fund the additional running costs of the Guildhall from income streams deriving from these holdings, in particular precept raising, commercial income and tolls/fees & charges. The Guildhall Gateway Project complements the THI works to the Butchers Hall, which is projected to raise £31,300 in Year 1, £43,037 in Year 2 and £54,775 in Year 3 of operation. The surplus derived from this would be over and above existing council income and therefore can also be used towards the underwriting of the future additional Guildhall costs.

While the Council is not currently intending to dispose of any properties to raise funding, this remains a longer term option depending on future need and market conditions.

7.4. Earned Income

7.4.1 Donations

The Guildhall Gateway will be a free admission attraction. As such, raising money through visitor donations will be an important source of regular income. Generating a high level of visitor donations relies on among other things:

- Investing in quality “fit-for-purpose” donation boxes (such as those available from donationboxes.co.uk - other providers are available) strategically located on the visitor route so they cannot easily be avoided. Provision for two of these has been allowed for in the project delivery costs.

- Simple messaging to encourage donating, such as:

“Admission to Tavistock Guildhall is free for everyone. We rely on your generosity to keep in that way. Suggested donation £3 per adult.”

- Proper induction and training for staff and volunteers to ensure appropriate encouragement of donations. The SW Federation of Museums website gives good practical advice about how and where to position donation boxes and techniques to encourage donations.

- An excellent visitor experience, starting from the moment the visitor engages with the offer (often the website) and throughout the journey to when they leave.

Based on the rates achieved by other free heritage visitor attractions, we believe that a rate of 15p per head is the minimum that should be aimed for at the Guildhall, with

20 per head more than possible. Assumptions have been based on 35,000 visitors in the first year reducing to 30,000 ongoing.

Gift Aid is a useful way for charities to maximise the value of donations, though in this case it is unlikely to add significantly to income levels. As such, no additional assumptions have been made.

7.4.2 Formal Learning

Charging for school visits varies greatly between heritage visitor attractions in the area. A charge of £3.00 per child is a common starting point (e.g. Torre Abbey, Dartington Deer Park). Closer to Tavistock, Morwellham Quay charges from £7.95 - £9.95 per child for a four-hour visit.

It has been assumed that schools' activities during the delivery phase will be fully funded by the project and thus offered for free as part of the Round Two Activity Plan. For the operational phase, we have based our assumptions on a modest figure of 20 sessions a year initially @ £3.50 per child, with a minimum charge of £100 per session. This cost will increase to £4.50 per child and a minimum charge of £120 per session from Year 4 when HLF subsidy funding ceases.

7.4.3 Informal Learning

It has been assumed that informal learning activities during the delivery phase will be fully funded by the project and thus offered for free as part of the Round Two Activity Plan.

For the operational phase, a modest income of £500 a year from this has been assumed. There is good potential to grow this with relatively little cost (for example, by offering chargeable activity sheets during school holidays) and THT should look at this as a priority.

7.4.4 Retail

The tourist information service will have a small retail offer stocking a range of appropriate merchandise, such as Compass Walking Guides and OS Maps and carefully-chosen gifts, souvenirs and pocket-money priced items related to the collections on display and stories being told at the Guildhall and/or related to the WHS. There will be a need to be very select given the strong retail competition in Tavistock.

Research undertaken by the consultants Heritage Retailing suggests the average retail spend per head across all types of heritage visitor attractions to be in the region of £1.00 - £1.20.

As the tourist information service is located in a separate building from the Guildhall, the spend per head is likely to be less than would be the case where visitors leave through the shop. Equally, it will welcome general visitors to Tavistock who may not visit the Guildhall. As with donations, appropriate encouragement from staff and

volunteers working in the Guildhall to signpost visitors to the shop on their departure could help to boost income from retail.

Taking all factors into account, a spend per tourist information visitor rate of 40p per head should not be unachievable. We have based this on 20,000 visitors a year to the visitor information building.

Most giftware-based shops use a 2.4 mark-up (net cost to retail including VAT), which has the effect of producing a 50% gross profit. Lower margin publications, crafts and some foods, (approximately 30% to 40% margins), together with carriage charges and some theft and damages, can bring down the overall gross margin to between 45% and 48%. As the focus of stock will be on publications, the overall rate assumed in these projections is 40%.

7.4.5 Guided Tours

The market for guided tours in Tavistock has already been established through the successful programme of walking town tours already on offer. Research undertaken with other heritage attractions during Round Two confirms that tours are enduringly popular and a lucrative income source, especially if they are developed and run by volunteers, as would be the case for the Guildhall.

Tavistock is a popular tourist and day trip destination and as such is a fixture on coach operator itineraries. Tavistock operates a Coach Drivers' Incentive Scheme, which in 2015/16 brought 260 coaches and a reported 10,589 passengers to the town. Most will be pre-disposed to spend money because they are engaged in a leisure activity. This would be an obvious key target market for guided tours. It is strongly advised that Tavistock Heritage Trust looks to actively promote the Guildhall offer to coach tour operators, particularly in respect of guided tours.

We have therefore assumed income from both tours of the Guildhall and the walking town tours. A discount scheme could be offered for those booking both. This is based on an average of two tours per week year round, with 10-15 people per tour @ £3 per person. We believe this is a conservative estimate, and that there is potential to grow this, particularly between April and September.

7.4.6 Private Views

The Guildhall is a very special building, which we believe can be marketed for "high-end" private views outside of normal opening hours. The general format for such events is a bespoke guided tour lasting approximately 60 minutes, which could include a full interpretive tour of the building and on the history of Tavistock, followed by a glass of wine and nibbles. We have based assumptions on a minimum of one view per month with a group size of 20 people @£10 per head.

7.4.7 Talks & Lectures

We believe that the Guildhall offers good potential to offer a programme of talks or lecture series, both during the day and in the evening. As well as being a useful

means of income generation, such a programme is important to engage audiences and to keep the Guildhall offer “fresh” for repeat visitors.

A monthly hour-long Tea and Talk in the Courtroom could be scheduled for a regular slot in the diary, such as the first Friday afternoon of each month. Effective visitor service will guide drop-in visitors towards other areas of the visitor experience whilst the Courtroom is being used. This formula has been successfully tried and tested at many other heritage visitor attractions. We have based our income assumptions on 12 Tea and Talks a year attracting an average of 30 people @ £5 per head.

Evening talks are also popular. There is already a programme of evening talks in Tavistock and care must be taken to ensure a point of difference that makes it worthwhile running. It is recommended that this should be higher-end (perhaps marketed as the Guildhall Lectures), using the prestigious Courtroom as a venue. We have based our income assumptions on four evening talks a year x 50 people @£10 per head.

Tickets for both will be on sale in the visitor information centre as well as the Guildhall itself, and through THT’s new website.

7.4.8 Membership

Membership schemes have become popular in recent years, particularly among museums and heritage attractions looking for ever more creative ways of generating regular income as other sources dwindle. A considerable amount of time and effort is often put into the setting up and running of such schemes. Sadly, many museums and visitor attractions, particular smaller ones outside of the main cities, find there is little cash value to be gained from having a membership scheme, and in fact it can actually cost more to run than it generates. As such, no income from a membership scheme has been assumed at this stage in respect of the Guildhall, though this should be something that Tavistock Heritage Trust considers in more depth as part of its wider business plan and income generation strategy.

7.4.9 Venue Hire

Market research shows that Tavistock is already well-served with spaces for venue hire to suit all group sizes and budgets. These range from small-scale self-service-type room hire (community/church halls etc.), which is popular with community groups and children’s parties, to larger fully-equipped conference and reception spaces such as those offered in the Town Hall and the Bedford Hotel. Rates for room hire start at a very reasonable £4.85 an hour and take-up is high.

Of the two rooms available for venue hire in the Guildhall, one of these, the Courtroom, has fixed seating, making its range of uses limited. That said, the Courtroom is a special, historic space and has excellent acoustics. Both spaces would require a member of staff or volunteer to open up and be in attendance for the duration of the hire.

It has been concluded that it would be difficult for the Guildhall to compete in the existing Tavistock market for “routine” venue hire. That said, given the strength of

sentiment expressed during Round Two consultation about the Guildhall being open to the public, there may be some value in marketing the Courtroom as a niche venue, perhaps for private functions/musical performances, although the take-up is unlikely to be significant. A small amount of £1000 a year has been included in the projections, however given that in most cases this would require the site being opened up outside of normal hours, the value of actively marketing venue hire needs careful consideration.

7.4.10 Weddings

The Guildhall is not considered to be the most suitable of locations for weddings, particularly given the other facilities available in the immediate vicinity (the Town Hall and the Bedford Hotel). There may be a small niche market, however given the set-up costs to be a licenced wedding venue, offering occasional weddings could actually cost more than it earns. As such, no income has been assumed from this. It is advised that Tavistock Heritage Trust and Tavistock Town Council reconsider the potential of the venue to hold weddings once the redevelopment works have been completed and the venue has become established.

7.5. Unearned Income

It has been assumed that the HLF grant will help fund activities during the two-year project delivery phase and for the first year of its operation.

In addition, the WHS has made a one-off grant of £10,000 to deliver learning outcomes during the project delivery phase.

The Shadow Board of THT has sought to raise initial income to fund its set-up costs, which includes a set-up grant of £5,000 from Tavistock Town Council and £841 from another source. At the time of writing, the Shadow Board was applying to the WHS for a set-up grant of £2,000.

Longer term, the new Board will need to develop a proper fundraising strategy for its operations, including non-Guildhall-related activities. Work on this has started, but at the time of writing this Plan detailed information was not available. Therefore, an assumption has had to be made for this Plan. It has been assumed that in addition to earned income through the Guildhall Gateway and visitor information service, THT should be raising sufficient income through grants, sponsorship and general non-Guildhall specific fundraising to enable the project to break even. This varies year by year, but the sum required in Year One delivery is £4,750, rising to £7,188 by Year Five operational. This should be wholly achievable providing that appropriate attention is given to this by THT.

Beyond that, any remaining operating shortfall of the Guildhall Gateway Visitor Centre will be underwritten by Tavistock Town Council as part of its 20 year commitment to manage and maintain the project.

Section 8: Management and Staff

8.1 Project Delivery Governance

The Guildhall Gateway Project is firmly fixed as a priority project for the Council and is supported across the membership of the Council. Cllr Philip Sanders (Mayor) and Cllr Harry Smith (Lead Member for the Guildhall Project) have been closely involved in the project's HLF Round Two development and have routinely attended project development meetings to represent the Council and to support the project development team.

Governance arrangements for the delivery phase are set out below. Please refer to Appendix F for the delivery phase structure chart.

8.1.3 Project Steering Group

The project will be owned by a Project Steering Group whose membership comprises:

Carl Hearn – Project Leader & Chair (Tavistock Town Council)
Wayne Southall – Deputy Project Leader (Tavistock Town Council)
Chair of Tavistock Heritage Trust
Tavistock Town Council Member representative
Project Delivery Coordinator

The Steering Group's role is to provide strategic oversight of the project and to liaise, steer and make decisions on the overall management, organisation and operation of the project during its delivery phase. It holds the Project Delivery Team to account in respect of the delivery of the capital and activity workstreams, ensuring that they are delivered on time and to budget and that they meet HLF Approved Purposes and comply with Tavistock Town Council/Tavistock Heritage Trust criteria.

Steering Group representatives report upwards to Members of Tavistock Town Council and to Tavistock Heritage Trust's Board of Trustees. It will meet monthly in between Project Delivery Team meetings or as required during the project's delivery stage.

8.1.2. Project Delivery Team

This meeting comprises the capital and activity workstream delivery leads, other consultant team representatives, representatives of Tavistock Town Council and of Tavistock Heritage Trust. The meeting is chaired by the Project Delivery Coordinator.

The purpose of this meeting is to coordinate work and decisions on all aspects of the project's delivery to ensure that it fulfils its strategic objectives and delivers its agreed project outcomes. This group also reviews, coordinates and manages the interdependencies of the various workstreams, particularly in respect of tasks, costs and programming. It will meet monthly or as required.

8.1.3. Main Build Design Team Meetings

There are monthly Design Team Meetings to plan, review and make decisions on the day-to-day running of the contract and to monitor programme, risks and costs. The project team is represented by the Deputy Project Leader, Project Delivery Coordinator, Architect/Contract Administrator and QS.

8.1.4. Activity Plan Delivery Meeting

To plan, review and make decisions on the day-to-day running of the Activity Action Plan, and to monitor programme, risks and costs, to ensure that outputs and outcomes are delivered in accordance with the HLF Round Two application. The project team is represented by the Project Delivery Coordinator, THT Development Officer and Learning & Participation Freelancer.

8.2 Delivery Phase Management and Staff

A summary of the main people/roles involved in delivering the project is set out below.

8.2.1 Client Team

Carl Hearn
Town Clerk – Tavistock Town Council
Project Leader

Carl is Tavistock Town Council's Head of the Paid Service and Responsible Finance Officer. Carl is an experienced senior public sector company secretary, manager, holder of senior governance and service delivery positions in all types and tiers of local authority with approaching 30 years' experience. He has a track record of successful partnership working and co-production with local, regional and national bodies and government to enhance service delivery and promote sector innovation.

He leads at officer level an organisation that has many years' experience of running capital projects, the most relevant of which being the current £2m HLF-funded Townscape Heritage Initiative which includes works to the historic Pannier Market, Butchers' Hall and the public realm.

Carl is ultimately responsible for the successful delivery on time and on budget of the Guildhall Gateway Project.

Wayne Southall
General Manager – Tavistock Town Council
Deputy Project Leader

Wayne is responsible for the management and control of the Council's commercial and community services and for the delivery of the Council's capital programme. This includes the management of the Council's commercial estate, which are primarily listed buildings and scheduled monuments, and are valued at over £10 million with a mixture of commercial, community and residential properties. Wayne is also the Council's Health and Safety Advisor and Equality Officer.

Wayne holds a BEng (Hons) Degree in Civil and Coastal Engineering, NEBOSH National Diploma and an MBA. He is currently completing the PRINCE2 Practitioners' Course for Managing Successful Projects.

During his 13 years at Tavistock Town Council, Wayne has been responsible for the development and project management/contract administration of a broad range of capital projects, ranging from numerous minor works schemes to larger multi-£K projects such as resurfacing and footbridge replacement works. Before that he worked for Interserve Defence on multi-£M capital projects for the MoD across the South West.

Wayne is client lead for the current HLF-funded THI regeneration scheme and has been client lead (capital) for the development phase of this project.

Wayne will be the client workstream delivery lead for both the main build and exhibition design/interpretation components of the project.

Harry Smith
Lead Member – Tavistock Town Council

Harry started working life in an apprenticeship as a carpenter. Following a series of career moves, including time spent in Saudi Arabia as a project manager installing university science labs, Harry entered the aerospace industry as a production controller responsible for reducing waste and improving productivity to get value for the taxpayer. A move to another company brought responsibility for aligning costing procedures with production improvements then to expand rationalisation across multiple sites in the UK and Europe.

Harry has been involved in politics at district and parish level for over 40 years. He was for many years the chairman of Tavistock Town Council's Finance and General Purposes Committee and was the Town Mayor from May 2013 until May 2015.

Harry has represented the Town Council on Tavistock Townscape Heritage Partnership which was primarily the vehicle for the Townscape Heritage Initiative (THI) scheme and is currently on the Project Management Board of THI. He has been involved with the Guildhall Project since its inception and involved at many levels throughout the process so far. He is a board member of Tavistock Bid Ltd and a Trustee of an Almshouse Charity.

Philip Sanders
Mayor – Tavistock Town Council

Philip brings extensive experience of general and senior management gained from a career in the NHS and from his own consultancy, set up in 1997 largely operating in the health care sector. This includes project management of many large building projects in the South West and beyond, and setting up and running the new Derriford Hospital in Plymouth.

Philip is a qualified youth leader and ran a youth club for many years. He is also a practicing assessor for the Duke of Edinburgh Award scheme. He spent 27 years as

member, search coordinator and chairman of the Dartmoor Rescue Group. He currently sits on the board of a Registered Provider (housing association) chairing their development committee. He also sits on the board of several charities.

He is a town councillor for Tavistock Council, a borough councillor and leader of West Devon, a Devon County councillor and sits as a member of Dartmoor National Park Authority and is a governor of Tavistock College.

Philip has taken an active role in the development of the Guildhall Project, supporting and advising the client and consultant teams both as a town councillor and as a trustee of Tavistock Heritage Trust.

Chair of Tavistock Heritage Trust

The Chair has the overall responsibility for leading the work of the Trust to enable it to fulfil its purpose, providing guidance and strategic direction, ensuring an effective relationship between the committee and any staff/volunteers and the committee and the external stakeholders/community, and acting as a spokesperson and figurehead as appropriate. The Chair will be responsible at a strategic level for the Trust's role in the Guildhall project and for delivery of the project's activities.

Sue Spackman is currently acting as Chair of the Shadow Board until a substantive Chair is appointed. Sue is a retired architect. She has been a member of the Exeter Diocese Diocesan Advisory Committee since 1999; is a Trustee with the Peninsula Quarry Industry Social History Trust (HLF funded oral history project); a Trustee with the Devon Historic Buildings Trust, was Chair from 2012-15, and from 2016-17.

At the time of writing, the recruitment of the new Chair and other trustees was in progress, with the new Chair expected to take up position by September 2017.

Development Officer Tavistock Heritage Trust

This is a new 0.5 WTE post which will be responsible for the daily coordination and management of the Trust's operations, including operational management of the Guildhall Gateway visitor centre and the associated visitor information point. During the delivery phase it will be the workstream lead for the delivery of the Guildhall Gateway Project Activity Plan.

Tasks will include setting up operating policies and procedures; recruitment, induction and training of volunteers; managing the Learning and Participation freelancer; developing and testing the guided tours (with volunteers as an activity plan task); marketing and communications of the Trust and the Guildhall offer; launching the VIP; planning for the delivery of the WHS Key Centre Agenda and planning for opening of the Guildhall visitor centre.

A full brief for this role is contained in the Activity Plan.

8.2.2 Consultant Teams

Project Delivery Coordinator

This role will be responsible for the overall coordination of the capital and activity elements of the Guildhall Project to ensure that it delivers the approved purposes of the HLF grant on time and on budget. It will report to the Project Leader.

The Project Delivery Coordinator will, alongside the Project Leader, Deputy Project Leader, Chair of THT and Lead Council Member, form the project's Steering Group to provide strategic oversight of the project and to liaise, steer and make decisions on the overall management, organisation and operation of the project.

This role will be the primary link to HLF, and will be responsible for progress reports and funding drawdowns. It will require significant previous experience of coordinating the delivery of major externally-funded heritage capital redevelopment projects, including HLF-funded projects.

The Council has reflected on how the development phase of this project has progressed, and on comments following the HLF mid-term review about its capacity to deliver this project. As such, it has decided to increase the scope of this role during the delivery phase to an average of 1-2 days a week to ensure that there is sufficient capacity to deliver the project successfully.

A full brief for this role is contained as Appendix G to this plan.

Main Build Design Team

Gillespie Yunnie Architects were appointed as the design team lead consultants for the HLF Round Two development phase following a competitive tendering exercise. The contract was awarded on the basis that subject to satisfactory performance and a successful Round Two application the appointment would be extended for the delivery of the project. The team includes Method (Mechanical & Electrical Engineers) and Hydrock (Structural Engineers).

Gillespie Yunnie Architects was established in 2005. Prior to this, Jackie Gillespie and Phillip Yunnie worked together as directors of Acanthus Ferguson Mann's Devon office where they built a reputation for designing and delivering high quality, award-winning design solutions, including the conversion of Brewhouse & Clarence at Royal William Yard for Urban Splash.

They have received many awards, including three RIBA and RICS awards for their work at the Royal William Yard, and an RIBA and RICS award for Cricklepit Mill. They were awarded South West RIBA Architects of the Year 2014.

They have worked on proposals for Tavistock Guildhall and Police Station since 2011 and so know the building intimately. This knowledge will be fundamental in managing and overseeing the delivery of the project.

Working with Gillespie Yunnie Architects will be the delivery phase Quantity Surveyor, whose appointment will be made following the HLF Round Two decision.

Exhibition Design and Interpretation

Gamble Fearon Partners were appointed as Exhibition Design and Interpretation consultants for HLF Round Two following a competitive tendering exercise. The contract for delivery of the exhibition design and interpretation will be re-tendered during the delivery phase.

Learning and Participation Freelancer

This role will be responsible for practical coordination and/or delivery of the project's Activity Plan. This will include developing, promoting and delivering the formal schools' and in-depth learning programme, developing and delivering the family activities, and overseeing/coordinating activities relating to the volunteer programme.

This is a freelance role which will need to be worked flexibly over an indicative contract period of 21 months starting in August 2018 and completing in April 2020. It will report to THT's Development Officer.

A full brief for this role is contained in the Activity Plan.

Evaluation Consultant

This role will evaluate the Guildhall Gateway Project and Activity Action Plan in line with the project's objectives to enable the client to measure the difference the project has made for heritage, for people and for communities. The role will be filled by a suitably-experienced consultant with a track record in evaluating HLF-funded projects.

This role will support Tavistock Town Council staff and members, and Tavistock Heritage Trust's staff, volunteers and trustees, to reflect on their achievements and the lessons learnt from this project. This is particularly to inform the effective long term management and maintenance of the partnership in running the Guildhall, and potentially to inform the partnership's collaboration on future heritage projects in the Tavistock area.

Please refer to Section 10 for more details of how the project will be evaluated. A full brief for this role is contained as Appendix H to this plan.

8.3 Operational Phase Management and Staff

The Guildhall Gateway visitor centre will be operated by Tavistock Heritage Trust as the Town Council's project delivery partner. Included within this will be the new visitor information offer, which will be located in a room under the archway adjacent to the main Guildhall complex. This will be the starting point for some of the project's activities, and there will be a small retail area serving visitors to both the Guildhall Gateway and the tourist information centre itself.

The **THT Development Officer** will be responsible for managing all aspects of the Guildhall visitor centre and visitor information service including delivery of the

operational phase elements of the HLF R2 Activity Plan so as to meet the Approved Purposes of the grant. This post will report to the Board of Tavistock Heritage Trust.

It has been assumed that the Development Officer is a part-time employed role, working an average of 2½ days a week. The exact working pattern may need to vary over the year according to seasonal opening requirements and demand. It is recommended that the Trust considers using a flexible or an annualised hours employment contract to cover this. The working hours of the Development Officer may need to increase to take on other THT work, but this is outside the scope of this project.

A **Learning and Participation freelancer/s** will be recruited to run an ongoing formal and informal learning programme once the Guildhall has opened in Spring 2020. Activities that this role/s will be involved in are expected to include a schools' programme, informal learning and community events. The precise details of the ongoing offer will be informed by evaluation of the project's Activity Plan during the delivery phase. It has been assumed in this plan that delivery of the ongoing programme will be undertaken by continuing the freelancer arrangements set up for the project delivery phase (reducing to around 30 days a year), although this of course will need to be reviewed by the Trust nearer the time. This function will report to the THT Development Officer.

The operational delivery of the Guildhall visitor centre and tourist information service will be supported by (and reliant upon) a team of at least **50 volunteers** whose roles will include tourist information assistants, Guildhall centre welcome stewards, tour guides, and learning and events volunteers. It is estimated that up to 7,500 voluntary hours will be needed annually, which has a notional annual value of around £50,000 - £150,000 based on an in-kind value of £50-150 a day. They will report to the Development Officer. The aim is to develop a voluntary lead volunteer role who organises and supervises the day-to-day rota. This is a model which has been used successfully at a number of heritage visitor attractions.

A draft operational structure chart for Tavistock Heritage Trust is attached as Appendix I to this plan. Roles profiles for the Development Officer, Learning & Participation Officer and volunteers are included in the Activity Plan.

Monitoring and evaluation of the Guildhall Gateway's operation and performance will be carried out through the regular partnership review meetings between the Town Council and Tavistock Heritage Trust. Please refer to the outline partnership agreement attached as Appendix A.

Section 9: Risks

9.1 Construction Phase

The greatest risks during the project construction phase are:

- Tenders/actual costs come in higher than budgeted

- Unexpected building issues, including presence of hazardous materials, resulting in contractor claims and programme slippage
- Project fails to attract sufficient volunteers to deliver activity plan
- Project fails to meet its April 2020 opening date, resulting in missed opportunities to maximise income and impact during summer 2020.

Please refer to the Risk Register submitted with the HLF Round Two application for full details of risks and how these will be mitigated.

9.2 Operational Phase

Risk	How likely is the event?	How serious would the effect be?	Consequence	Action you will take to help prevent the risk	Who is responsible for dealing with the risk?
Breakdown in TTC/THT relationships	Low	High	Need to find another partner or take back in-house. Reputational damage.	Development of robust partnership arrangement and ongoing contract performance and review framework.	TTC Clerk/Chair of THT
Failure/default of THT	Medium	High	Need to find another partner or take back in-house	Development of robust partnership arrangement with safeguards to protect TTC's 20-year contractual commitment to the project.	Chair of THT/TTC Clerk
Failure to fully deliver one-stop-shop offer	Low	Medium	Reduced access to public services	Effective coordination with public sector and not-for-profit partners.	TTC Town Clerk
Failure to deliver income forecasts	Medium	High	Revenue targets not met, additional financial support required	Commercial and heritage management skills a key requirement of THT Board and Development Manager. Proactive early marketing of the offer. Consistent delivery of quality.	THT Trustees/ Development Manager

Failure to achieve forecasted visitor and activity numbers	Low	High	Loss of income, HLF objectives and vision are not met	Marketing plan, changing activity and events programme to keep offer fresh.	Trustees/ THT Development Manager
Low engagement level with schools and other Activity Plan partners.	Low	Medium	HLF objectives and project vision are not fully met	Engagement with schools has already begun. L&P freelancer capacity increased during delivery phase	Trustees/ THT Development Manager/L&P Freelancer
Failure to recruit staff and THT trustees with necessary skills and experience	Low	Medium	Business plan targets not met	Early professional recruitment.	Shadow Board/ Trustees
Insufficient number of active volunteers to achieve targets set out in the business plan = need to employ paid staff instead	Medium	High	Unable to deliver the plan / financial targets	Robust volunteer policy, early recruitment & training, appoint volunteer coordinator ASAP.	Trustees/THT Development Officer
TTC unable to generate sufficient income from its commercial activities and precept to meet its revenue underwrite commitment	Low	High	Unable to meet the project's revenue liabilities	Review of TTC properties, tax levels and commercial activity to secure increased income.	TTC Town Clerk

Section 10: Monitoring and Evaluation

10.1 Project Delivery Phase

The monitoring and evaluation of the capital works will be undertaken in accordance with the RIBA Plan of Work. This is a robust process protocol which describes the activities from appraising the client's requirements through to post-construction.

There will be monthly design team meetings with the main contractor to plan, review and make decisions on the day-to-day running of the contract and to monitor programme, risks and costs. The project team will be represented by the Deputy

Project Leader (client lead for main build), Project Delivery Coordinator, Architect and QS.

This will in turn report to the monthly Project Delivery Team meeting, whose remit is to coordinate work and decisions on all aspects of the project's delivery to ensure that it fulfils its strategic objectives and delivers its agreed project outcomes.

A project Evaluation Consultant will be appointed during the delivery phase to evaluate the overall Guildhall Gateway Project and Activity Action Plan in line with the project's objectives to enable us to measure the difference the project has made for heritage, for people and for communities. The process will also enable Tavistock Town Council staff and members, and Tavistock Heritage Trust's staff, volunteers and trustees to reflect on their achievements and the lessons learnt from this project. Key tasks/outputs of the evaluation consultant will include:

- Devise evaluation methodologies and create an evaluation framework to organise feedback responses against the Guildhall Gateway Project and Activity Plan objectives in accordance with HLF Evaluation Good Practice guidance.
- Collect, write up and evaluate feedback from activities.
- Attend and produce evaluation reports from the project's planned Family Day events.
- Attend other event review meetings to give feedback to the team to ensure lessons are learnt and to inform planning for future activities.
- Work with Tavistock Heritage Trust's Development Officer to record the numbers of volunteers involved in the project, what they learnt and how outcomes will be maintained.
- Work with Tavistock Town Council and Tavistock Heritage Trust to coordinate the capture of feedback and to produce evaluation on quantitative and qualitative information related to digital outputs, notably THT's website and social media activity.
- Collect demographic information to compare against baseline information collected during HLF R2.
- Run a workshop for the Project Team, volunteers, key TTC Members and THT trustees during the final months of the project to reflect on achievements and lessons learnt, and to help prepare the organisations to run future HLF-funded projects.
- Produce a final written Evaluation Report of the project in accordance with HLF's Evaluation Good Practice guidance.

Please see the role brief attached at Appendix H.

10.2 Operational Phase

Monitoring and evaluation of Tavistock Town Council's activities are carried out within a corporate performance management framework. The aim of this framework is to ensure that the objectives of the Council are delivered to the standard required and expected by its customers within the constraints of the budget.

Tavistock Heritage Trust will be required to produce annual accounts, which will summarise its performance and income and expenditure over the previous year.

A Guildhall Management Group will be set up to manage and oversee the operation of the Guildhall. This will meet regularly and comprise officers of the Council and Trust. The purpose of this group will be to plan, coordinate and make decisions on the running of the building and delivery of the visitor offer, including matters pertaining to premises and shared use of facilities, visitor services, events & activities, health & safety, staffing & volunteers and PR & communications.

Formal monitoring and evaluation of the Guildhall Gateway's performance will be carried out through the regular partnership review meetings between the Town Council and Tavistock Heritage Trust, provision for which will be set out in the partnership agreement.

Using the evaluation framework devised for us during the delivery stage, we will consult routinely with audiences and other stakeholders to seek qualitative and quantitative feedback and to assess our performance, for example through annual visitor exit surveys. We will also seek regular visitor feedback through our visitors' books, event evaluation forms, website, social media, Trip Advisor etc.

Section 11: Organisational Impact

The impact that the project will have on Tavistock Town Council and its finances have already been set out in detail in the previous sections. The Town Council is confident that it can generate sufficient income from commercial and other activities from its wider property portfolio to absorb the additional costs of operating the Guildhall offer on the basis projected in the income and expenditure assumptions for the duration of the 20 year-contact with HLF to manage and maintain the project outcomes. It is also confident that it can service the debt charges that it will incur on the Public Works loan that it is taking out to raise the capital match funding for this project by the same means.

As also reported earlier, the proposal to create a 'one-stop-shop' and co-locate Council staff in the Guildhall does not mean that other Council premises will become surplus to requirement. As such the Council is not currently planning to dispose of any of its other properties, although this remains a longer-term option depending on organisational need and market conditions.

The maintenance obligations arising from implementing the building's maintenance plan, and implementation of the conservation management plan, will be funded through the Council's existing annual property maintenance budget on a continuing basis. The Council has already started to build a Sinking Fund for the Guildhall, with £12,750 committed to this in last year's accounts, and a further £12,750 being included in this year's accounts. Full details of how the building's maintenance requirements will be prioritised and funded are set out in the Management and Maintenance Plan for this project.

A key operational phase risk is organisational failure of the delivery partner, Tavistock Heritage Trust. Actions to mitigate this are set in the Risks section above and provisions to protect both parties should this arise will be in the partnership agreement between the Town Council and THT. However, if it were to happen, the broad options facing the Council are:

- Find another delivery partner
- Bring the operation in-house
- Change the scope of the operation (such as reduced opening hours and increased charges for activities)
- Close the Guildhall Gateway Centre and repay grant delivery monies to HLF

Clearly, the last of these is not considered to be a desirable option. In the short-term, the Council would look to manage and maintain the operation itself while seeking another community delivery partner to take over from THT.