

Tavistock Town Council

Tavistock Guildhall and Police Station HERITAGE GATEWAY CENTRE

HLF Stage 1 Bid Summary

February 2015

gillespie
yunnie
architects

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fearon
partners



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1.0 Our Vision : Heritage Gateway Centre



Tavistock Guildhall Heritage Gateway Centre

The project will restore and ensure viable long-term use of an iconic Grade II* historic building at risk in the heart of Tavistock. The Gateway Centre will form a civic 'hub' integrating a range of complementary public services and community uses with a World Heritage Site (WHS) Gateway Centre and Police & Magistrates' Museum.

Public and partner services are delivered through a 'one-stop-shop' that provides convenient informal access in the historic and central location of Guildhall Square; which, particularly since the closure of the police station and court, has also become a focus for heritage services delivered by the Museum and Subscription Library.

The new WHS Gateway Centre provides an orientation and interpretation facility for Tavistock and its cultural landscape setting of the WHS and beyond. This is fundamental to Tavistock becoming the eastern gateway to the peninsular WHS of Cornwall and west Devon, and its eastern 'Key Centre'. The facility is complemented by a Police & Magistrates' Museum, that fully interprets both architecture and function, and a generous integral heritage learning space. The complex will host a diverse, experiential programme of heritage and community driven events and provide educational and visitor resources.

Tavistock Guildhall has been unused since 1997 and after a period of neglect urgent repairs are now required. The conversion of the Guildhall would build on existing HLF THI investment and make a significant and long lasting contribution to heritage led regeneration and education in Tavistock.

Applicant: Tavistock Town Council

Partnership Steering Group:

Mr Carl Hearn – Town Clerk, Tavistock Town Council
Mr Robert Plumb – Regeneration Officer, West Devon Borough Council
Mr John Taylor – Tavistock Townscape Heritage Partnership

The Property

Police Station, Magistrates House and The Guildhall Building Complex,
Guildhall Square, TAVISTOCK PL19 0AH

Consultant Team

Architect / Lead Consultant:

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2.0 Heritage at Risk.

English Heritage Building ID: 93433

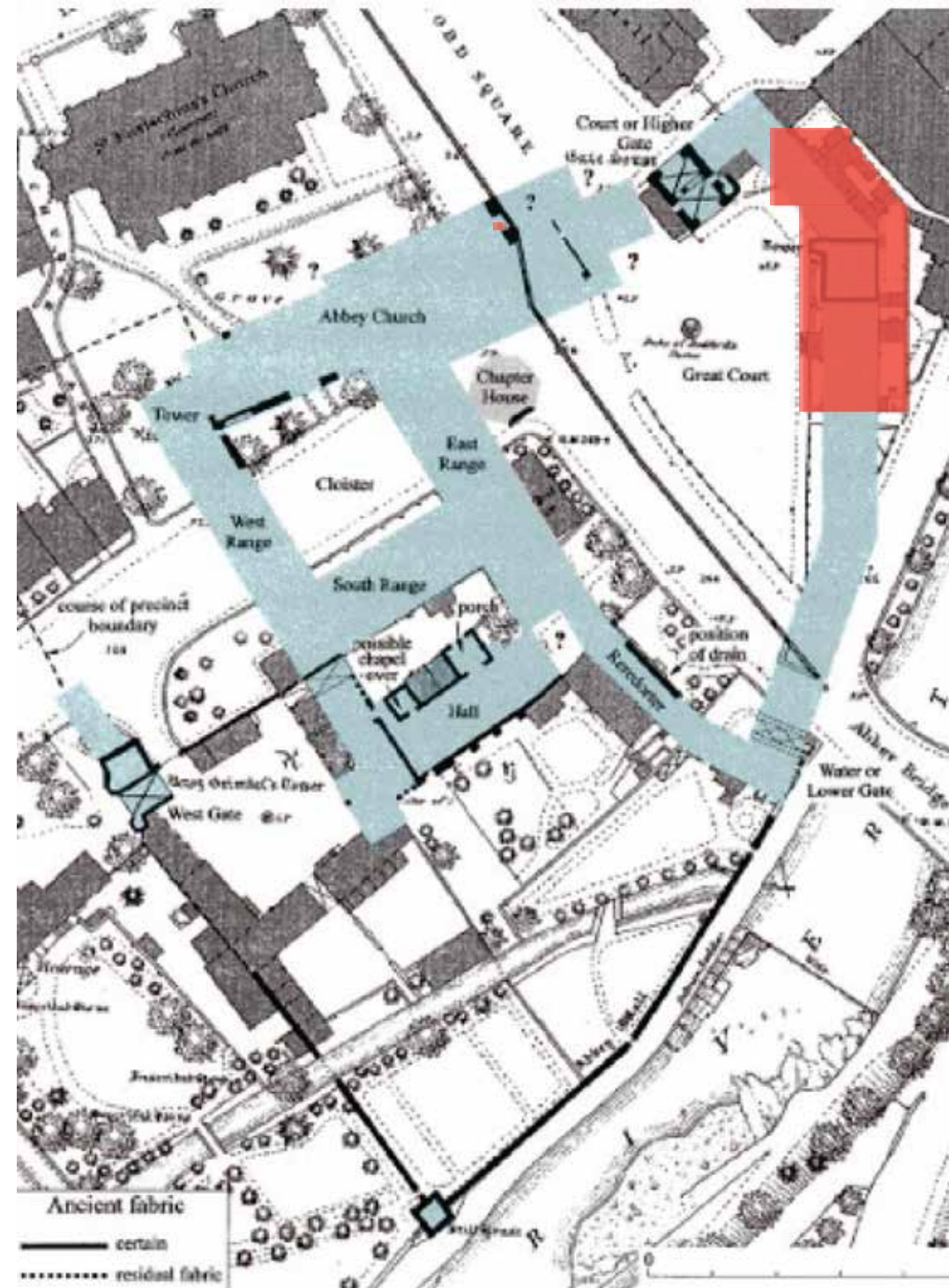
Tavistock Guildhall and Police Station is a Grade II* Listed building in the centre of Tavistock. Originally listed Grade II in 1951 the building was upgraded to Grade II* in 2005. It is believed to be England's first purpose-built combined court and police station and includes the former police accommodation block and fire engine house. Designed initially by John Foulston and then by Theophilus Jones for the Duke of Bedford, the complex was completed circa 1848 and is constructed on the footprint of Tavistock Abbey.

English Heritage consider the building to be important for a number of reasons. The exterior is exceptionally well preserved, its striking Gothic composition displays a high level of architectural distinction and successfully conveys the importance of the complex as a whole. The interconnected range includes a late 15th Century building, Trowte's House, which formed part of the Great Court of Tavistock Abbey and as such is a rare survival of a monastic outer court building. There is also considerable group value with a rich mix of designated assets in the immediate vicinity. These include the Grade I Abbey Gatehouse to the north west, the Grade II library immediately to the north, and the scheduled medieval remains of Tavistock Abbey beneath.

The building is clearly therefore a great source of knowledge and of aesthetic, architectural and historic interest and all efforts should be made to secure its fabric and a viable use.

Tavistock Guildhall and Police Station is registered on the English Heritage 'Heritage At Risk' Register No: 1309358. Category B: Immediate risk of further rapid deterioration or loss of fabric.

The Courtroom has been unused since 1997 and the Police Station has now been vacant for three years. The whole complex was successfully purchased by Tavistock Town Council in 2014. Previously the building had suffered a period of neglect through inappropriate repairs and ill-considered adaption by the police force. Now in its empty state it is requiring urgent attention. Of particular note are the parapet gutters, which are in a poor state of repair causing water ingress. The previous, and temporary owners Devon Historic Buildings Trust (DHBT) were only able to fund routine maintenance to attempt to reduce the speed of deterioration.



Prideaux, 1716

Conjectural reconstruction of the possible extent of the main ranges of the abbey buildings, using surviving structures, William of Worcester's measurements (church and cloister and 18th Century plans. Site in red.



3.0 The Project.

Delivery Outline

Tavistock Town Council (TTC), in partnership with West Devon Borough Council (WDBC) and Tavistock WHS Key Centre Working Group, propose to develop a scheme to renovate and bring back into use an iconic Grade II* historic building at risk in the heart of Tavistock. The Gateway Centre will integrate a range of public services and local community uses with a WHS Gateway Centre and Police & Magistrates' Museum. In addition it will provide a coordinated, diverse, experiential programme of heritage driven events and educational and tourism resources.

A nine month development period is proposed to refine the brief, interpretation and capital work proposals whilst obtaining the required statutory consents. Extensive consultation will be undertaken with key stakeholders and the public. A team of experienced consultants will be competitively employed to guide the partnership through the process and produce the required documentation.

Capital Work

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 buildings intrinsic character whilst minimising interruption to the historic fabric. A proportion of the work will be to improve the buildings accessibility including the installation of a lift, adjustments to floor levels and external ramp access. Please note that the small proportion of THI funds previously earmarked for the Guildhall and Police Station fabric repairs will be reallocated to the surrounding buildings if this Heritage Grants bid is successful.

- **Renovation work includes:**

Repairs to chimneys, roof parapets and gutters, leadwork, roofing slates, flat roofs, rainwater goods, masonry repairs, new rooflights, windows and door repairs, demolition of modern fabric and metal railing refurbishment.

- **New construction work includes:**

Lightweight partitions, ceilings, insulating roofs, office fit-out, new stairs, lift, glazed 'fire station' entrance, interpretation centre fit-out, new electrical, plumbing and ventilation works.

Please refer to Outline Repair Specification for further details.

Uses and Activities

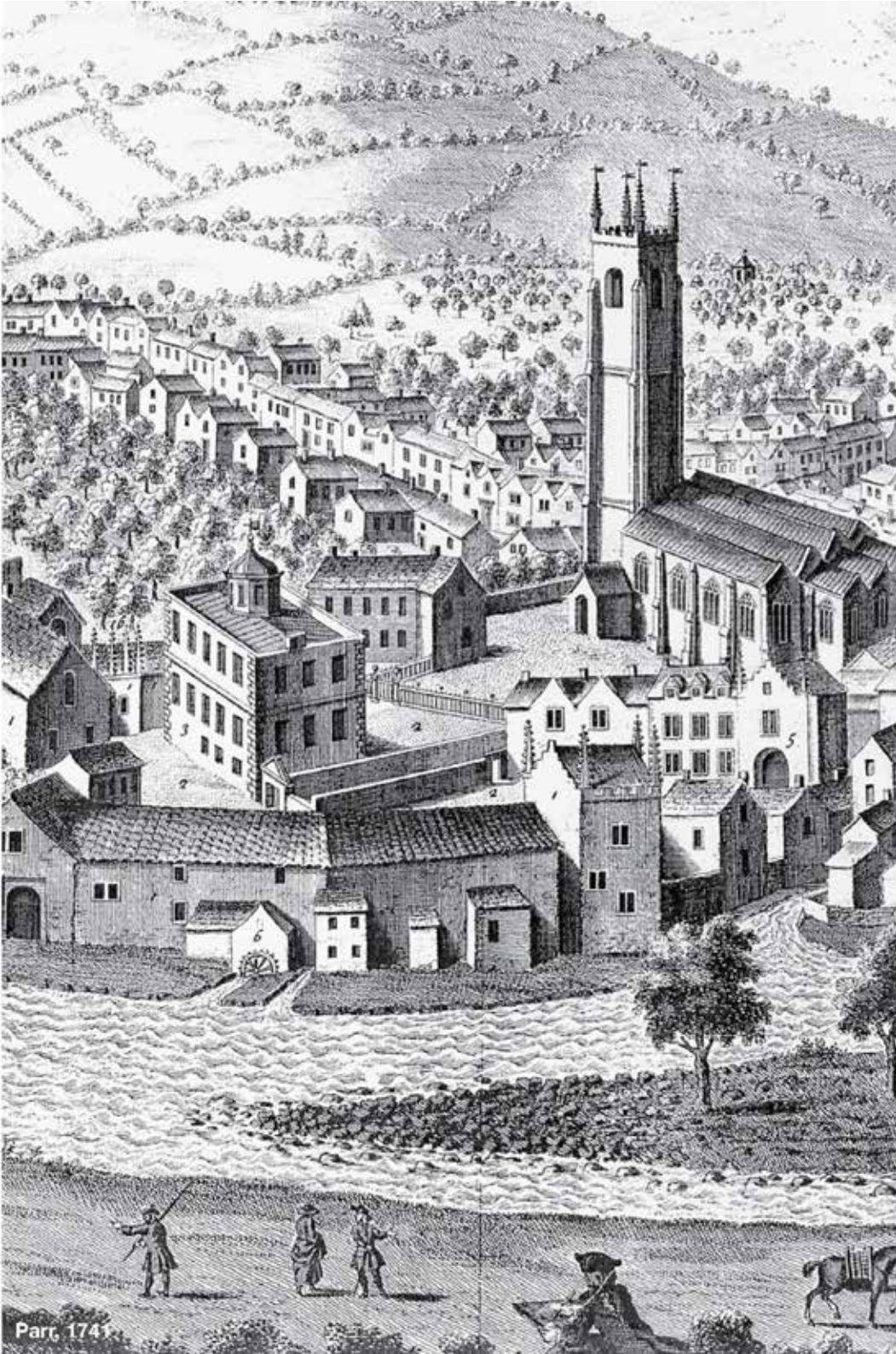
Public services will be delivered through a Tavistock Town Council managed public service 'one-stop-shop'. This will give friendly access to Town Council and partner services including information, health, social services and housing in a central location. Additional space will be provided within the building for town council offices, peripatetic working areas and meeting spaces that are available to the local community, either free or at affordable rates. The Courtroom would also see use on occasion as the Council Chamber; the adjacent Magistrates' Retiring Room, used substantially as a heritage learning space, also being periodically used as a Mayoral Parlour. The siting of this range of services within the Guildhall will result in the local community engaging with their heritage on a day-to-day basis. It will also ensure that a building designed and built to provide services to the public and community in public ownership continues to do so.

Community activities will be focused around the courtroom. These events may include local theatre performances, films, weddings, concerts, debates, meetings, conferences and workshops. The local community will be consulted further on the extent of this provision during the development phase. However, the intention is to set up a community trust to organise the programme of activities and ensure it has the flexibility to remain relevant and stimulating for local and visiting people. The courtroom will be conserved, as far as possible, in its original condition as a showpiece for the Police & Magistrates' Museum, directly connected to the original 'bridewell' of six cells below. Any displays and interpretation will be subtle and non-intrusive in this formal yet elegant space - that was designed to instill awe and reverence - but which needs optimum flexibility in capacity for contemporary community activity.

The WHS Gateway Centre will act as the Devon gateway to the cultural 'mining' landscape, which many visitors to the region assume is only based in Cornwall. The provision of this facility will complete Tavistock's WHS Key Centre bid by enabling it to offer the full range of services required and greatly raise the profile of the wide range of World Heritage attributes in west Devon. It will educate local people and visitors, through interactive displays and events, about Tavistock's role in the WHS set within the context of the South West mining landscape, including Dartmoor, as a whole. The layers of human stories behind the heritage will be introduced and a greater diversity of people will be encouraged to engage with heritage and visit Tavistock. The Gateway Centre will also be complemented by the Townscape Heritage Initiative projects, which will improve the public realm and the historic buildings surrounding the Guildhall.

In addition, the building will form an informal information hub directing visitors and local people to other local attractions including Dartmoor National Park, The Tamar Valley AONB and nearby historical attractions. One of the ambitions of the project is to work holistically to raise the profile of, and encourage partnerships between, existing facilities. The Gateway Centre will also form the starting point for guided interpretation of the historic town. A Tourist Information Centre (TIC), substantially run by volunteers and supported by local businesses, will be provided in the 1970s 'retro' police enquiries room (see plan).





Needs

Historic Fabric

The Guildhall complex has been empty since January 2012, but ownership has now successfully transferred from Devon Historic Buildings Trust to Tavistock Town Council. The courtroom itself has not been used since 1997. The building if left empty with no income stream will only deteriorate further. Unoccupied the building will cost the Town Council a considerable sum to insure and heat, even at a base level, and doing nothing is not an option.

World Heritage Site

The Tavistock World Heritage Site Key Centre Assessment identifies that Tavistock's current facilities do not offer interpretation of a suitable scope or depth. The neighbouring museum currently lacks the capacity to offer the layers of interpretation required for a Key Centre and has limitations in terms of accessibility and limited focus on areas of interest for younger generations, particularly school groups who also have no suitable learning space. Tavistock as a whole currently has little guidance or 'signposting' to the nearby WHS and other historic and natural attractions including Dartmoor National Park and the Tamar Valley AONB. The WHS Key Centre Learning Strategy completed in June 2013 identifies that the wide range of educational audience, which both exists in number locally and visits Tavistock, is currently largely uncatered for and that there is limited partnership working between organisations. The WHS Key Centre Learning Strategy Report states:

“There is 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 Town Council

The Council's administrative services are presently spread across four sites within the Town. Relocation to the Guildhall complex would enable these services to be brought together and critically enable links to be made with other public, voluntary and not for profit organisations. These would allow for the coordinated delivery of core community services from a single, central and accessible location.

Community Facilities

There is a range of small local community arts, music, theatre, heritage and business groups which lack an affordable central place with a variety of room sizes to use or perform. Tavistock currently also has only limited provision for wedding venues other than at the Bedford Hotel and smaller spaces at the Town Council Offices and West Devon Borough Council.

Opportunities

The proposed hybrid of complementary uses and Town Council ownership will ensure the Gateway Centre's future viability. The Town Council is experienced at maintaining a large number of historic buildings in Tavistock and can be relied upon to safeguard the building. Tavistock World Heritage Site Key Centre assessment reports that it is inadvisable for any Gateway Centre to be a standalone facility and that it should be supported by other sustainable and viable activity. For this reason the Gateway Centre proposes integrated service delivery through a combination of revenue generating and community uses in a building that also incorporates Town Council and partnership facilities.

Tavistock WHS Key Centre Steering Group agree that this is the optimum location for a Gateway Centre. It is also appropriate in terms of its authentic historic significance, size and the diverse range of spaces it provides. Tavistock Guildhall is ideally located to offer orientation for Tavistock and the wider area. The building greets you from all directions as you arrive in the centre of Tavistock and is close to the drop off point of coach passengers, bus stops and a number of car parks. The Learning Strategy Report also provides evidence that people locally value their heritage strongly and that there is an appetite for further interpretation even amongst those with a casual interest. 92% of local institutions and societies surveyed would like to find out more about heritage in Tavistock and would be keen to get involved.

The project would meet with TTC Strategic Plan policy Ec8 to 'support the concept of Tavistock being the Gateway to Cornwall and West Devon Mining World Heritage sites'. This includes endorsing and supporting the implementation of a visitor and interpretation centre. Policy En3 also supports the taking of the Guildhall into trust ownership and its sympathetic development. In addition the Conservation Area Management Plan notes that supporting actions to secure the Guildhall should be a priority.





It is essential that this project is funded without delay

Tavistock Guildhall has now been unoccupied for a number of years and is on the English Heritage 'Heritage at Risk' register. Previously the building had suffered a period of neglect and in its empty state is requiring urgent repair. The conversion of the complex will enable an extensive restoration programme to be undertaken and the fabric of the building to be secured for the long-term and coordinated with that of the surrounding area, which is also in public ownership.

The former owners of the building DHBT had obtained planning permission for the Police Station and Trowte's House to be converted into residential units. The planning application was prepared as a means to fund the urgent repairs required to the fabric as insufficient funds were forthcoming from other sources. DHBT undertook a public market testing exercise in 2014, and announced the sale of the property. Tavistock Town Council strongly believed that it would be very unfortunate if this important range of buildings became divided into private ownerships. This would prohibit public access and make it impossible to implement a consistent repair and maintenance strategy. The Town Council therefore purchased the property.

The acquisition of the whole building range by Tavistock Town Council will ensure the long-term future of the building through complementary uses, which support the heritage and local community of Tavistock. Development of the project now will also allow for it to progress in tandem with the HLF funded Townscape Heritage Initiative (THI) development of the surrounding buildings and public realm, including Guildhall Square and the neighbouring Butchers' Hall. This would allow for mutual benefits including simultaneous contract letting, skills development and other complementary measures. The conversion of the Guildhall in synergy with the THI, (and the Cornwall Museums Partnership's 'Raising Steam' simultaneous bid) would build on existing HLF investment and make a significant and long lasting contribution to heritage-led regeneration in Tavistock.

It should also be noted that the current local and central government political climate allows for this project to be a reality but this may not be the case in the near future. There are anticipated restrictions in local authority funding, which would significantly reduce Tavistock Town Council's ability to part fund the project in the future. There is also currently an active and proven heritage partnership in place, ready and willing to support this scheme and drive it forward. If the project is not funded now the opportunity to ensure the Guildhall and Police Station become an essential part of the Tavistock community, may be lost

HLF Funding

Tavistock Town Council will have operating funds to maintain the building but do not have sufficient funds to complete the capital and development works required. Tavistock Town Council will however be providing considerable match funding for the development and capital work which may not be available in the future. If the HLF are unable to assist in funding this project it is very unlikely that the Gateway Centre will be completed.

Consultation

Tavistock Town Council have employed an experienced consultant team to assist in preparing the scheme which forms the foundation for this proposal; subsequently supplemented by detailed input on the WHS Gateway Centre and 'Police & Magistrates' Museum' (summarised separately in an accompanying report). Gillespie Yunnie Architects and Trevor Humphreys Associates have been involved in devising and investigating the feasibility of a number of schemes for the Guildhall and Police Station since 2010. The production of a number of reports has been required to obtain Planning and Listed Building consents. These include: Flood Risk Assessment, Structural Engineering Report, Drainage Report, Condition Report, Ecology Survey.

This wealth of background information, together with a strategic suite of new heritage interpretation and learning studies specific to Tavistock, has informed the current proposals and will be of great assistance during the development phase. It should be noted that the minor external alterations included in the current Listed Building and residential Planning Consents are equally valid for the newly proposed scheme, which has been designed to fit within these constraints. These alterations were agreed after extensive consultation with English Heritage (EH), the Local Planning Authority and Graham Lawrence the Conservation Officer. Francis Kelly (EH) has reviewed the currently proposed scheme and commented as follows:

'It is desirable to get this building at risk off the HaR Register and these proposals appear admirably conservative. The light touch is appreciated. Impacts, such as the lift will need to be well examined though clearly appear to be a good solution'.

A public consultation event at the Guildhall was undertaken as part of an Architectural Heritage Fund (AHF) Options Appraisal report on the 26th May 2011. This event was well attended and demonstrated the enthusiasm locally for the building. Many of the Tavistock residents relished the opportunity to return to the Courtroom and a number of the attendees could be relied upon to volunteer to support the new Gateway Centre. The suggestions of possible uses were wide ranging but a combination of public, arts and local business services in a hybrid Heritage Gateway building was widely supported. The report concluded that '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'. This ambition would be achieved through the currently proposed Heritage Gateway Centre.

Further consultation took place with local education leaders, representatives of community groups and the business associations as part of the Tavistock WHS Key Centre Learning Strategy exercise in June 2013. This consultation established the learning targets for various groups and the need to be inclusive to a range of ages, social groups and levels of knowledge.

There is support for this project from a number of key stakeholders including a range of local heritage groups. Deborah Boden (WHS Coordinator) and Barry Gamble (mining heritage interpretation consultant) have visited the site and informed the preparation of this bid. The project team has discussed the proposal with the HLF's Nerys Watts and Richard Bellamy. There have also been initial consultations with the Planning and Conservation Officers at West Devon Borough Council. The following reports support this application:

- Tavistock: A brief assessment of its potential as a 'Key Centre' for the Cornwall and West Devon Mining Landscape WHS. B. Gamble - February 2012
- Tavistock WHS Key Centre Learning Strategy. Emmie Kell Consulting. June 2013.
- Tavistock WHS Key Centre Steering Group Interpretation Strategy. A. Thompson. January 2014.





recent site photo of Guildhall Square (cleared of cars)



LDA Design photomontage of possible option to redevelop Guildhall Square as part of THI



4.0 Project Heritage Outcomes

Heritage is better managed

Under the property ownership of a single public body, the versatile 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 purchase of the Guildhall, added to an existing maintenance strategy, will ensure, once renovation works are complete, that the building is kept in good condition.

The WHS Gateway Centre and Police & Magistrates' Museum elements of the project, and the activity and learning that this will deliver, is a priority strategic fit in the context of the wider World Heritage Site, supporting the management of Tavistock as a WHS 'Key Centre' and set within the TH1 area. The project will greatly strengthen the heritage offer in the area by instigating a managed web of interconnections between organisations and attractions, further pursued under the auspices of 'Tavistock Heritage' partners in the development phase.

Heritage is in better condition

Once the repair works to the fabric of the building are complete, a Grade II* Listed Building will be able to be removed from the EH 'Heritage at Risk' Register. The repair works will be undertaken to a high standard agreed with the local planning authority's Conservation Officer and English Heritage. Please refer to the capital work section in 3.a and the Outline Repair Specification. Graham Lawrence (Conservation Officer) was consulted on site with the plans and issued the following statement:

'I am happy to endorse your initial layout plans as a way forward. I am satisfied that the accommodation needed can be accommodated with some creative thinking. The proposed use is certainly an Optimum Viable Use for the buildings and would be of considerable benefit to Tavistock as a key centre of the World Heritage Site. I hope we will be able to work together on the delivery of this exciting project'.

Such optimum viable use will see year round intensive activity return to these buildings that were always designed to be at the heart of community life in Tavistock.

Heritage will be better interpreted and explained

The WHS Gateway Centre and Police & Magistrates' Museum will offer the possibility to journey through a Tavistock landmark whilst engaging with interpretation of the WHS, and other local attractions, and the historic function of the buildings themselves. Interactive displays will enable visitors and local people to explore the building, its occupants and its historical context. Currently, amongst Tavistock's visitors and residents alike, there is a low level of awareness of the town's contribution to the cultural 'mining' landscape of Cornwall and West Devon. This facility will be key to attracting this potentially large audience whilst also encouraging local people to explore further. The new centrally located heritage facility will be a meeting and dissemination point and in this capacity will also be the starting point for guided exploratory heritage walks of the town and school activities.

The physical facilities will be guided by Tavistock WHS Key Centre learning and interpretation strategies and be complemented by a progressive development (by 'Tavistock Heritage') of new activity and media encouraging a younger and wider ranging audience to engage with heritage. The building will be considered in detail and set within the context of its local, national and international values. A publicity programme will be created during the development phase to significantly increase the awareness of Tavistock and its heritage in the region and its cultural tourism sector. Finally the courtroom and cells will allow for festival events and theatre to be hosted allowing for historical events to be restaged or reimaged.

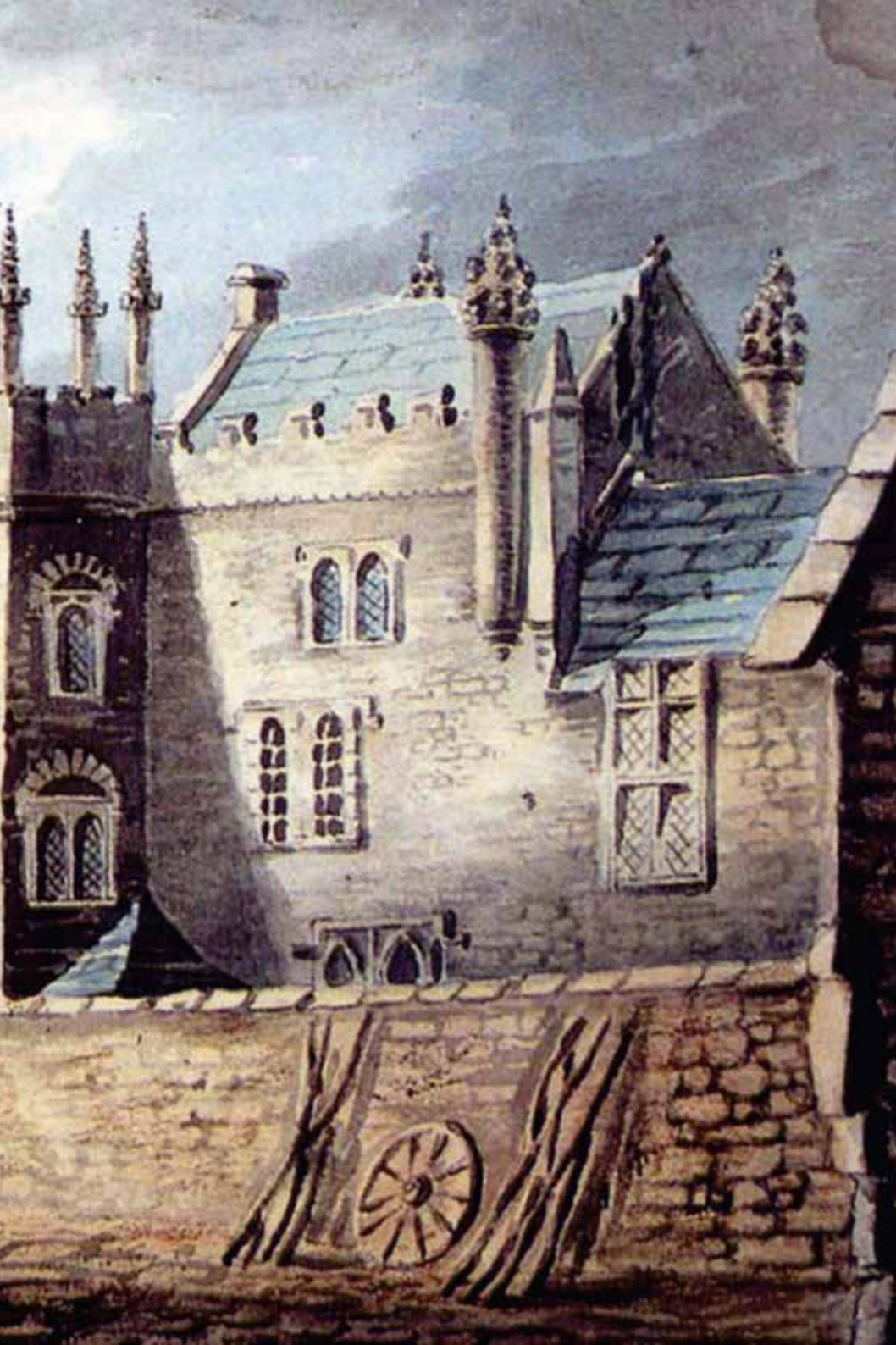
Once the Gateway Centre is in use, and the activity plan initiated, a programme of evaluation will be implemented using a set of Quality Indicators, similar to those established by the Devon Museums Group, to regularly evaluate the educational and community provision being offered.

Heritage will be better identified / recorded

During the process of converting the Guildhall and Police Station, modern additions will be stripped back and hidden historic fabric revealed. Together with the use of historic archives, this will enable a detailed written and photographic record to be made of the building to EH guidelines prior to further development. Any artefacts discovered as part of strip out works and shallow excavations into designated Scheduled Monument ground will be carefully retained and displayed, or set aside to be investigated further. This new work will significantly supplement the reports and recordings that have been completed to date, including the 2005 English Heritage Keystone report.

The greatest gain for the public may well be the achievement of open access to the Courtroom, Cells and Trowte's house once again; hence the aspiration for a 'Police & Magistrates' Museum' that celebrates such an important and forward-looking Victorian architectural and social development that incorporated public law, order and safety and the connections between them. The public consultation clearly indicated how much the long-term residents of Tavistock value the Guildhall and its identity as one of the iconic centre-pieces of the town. Reestablishing public access will ensure this bond is reinforced for current and future generations and will assist people to feel proud to identify with their heritage.





People will have developed skills

The development of the Gateway Centre will offer an opportunity for people to develop skills through volunteering, employment and visiting. A historic buildings conservation contractor, once instructed to complete the works, will be able to employ a new apprentice. The renovation works will also provide further opportunity for workshops / talks explaining best conservation practice and the process of renovation of historic buildings supporting the proposed THI scheme complementary measures. This allows for a number of 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.

The Gateway Project's Heritage Project Coordinator, potentially supplemented by a Learning Coordinator resource (if the separate HLF 'Raising Steam' bid by Cornwall Museum Group is successful), will help to develop a detailed programme of heritage skills training for staff, volunteers, and the wider community, enhancing knowledge of Tavistock and the WHS, and general skills such as customer care and providing tourist information services.

The development of the interpretation displays, learning resources and programme of activities and events will expose existing project team members and other employees of Tavistock Town Council and West Devon Borough Council and volunteers to new skills, including historical research, exhibition design, the requirements of varied learning audiences and of events planning.

The provision of the Courtroom and Magistrates Retiring Room as community spaces available for events, workshops and courses will enable a wide range of people, who otherwise might not have access to learning resources locally, the opportunity to learn and gain new skills. In addition, members of community organizations engaged in 'Tavistock Heritage' will have further developed skills relating to heritage governance and strategy.

People will have learnt about heritage

The purpose of the Gateway Centre is to disseminate knowledge about Tavistock and the WHS cultural 'mining' landscape, and the nationally significant values of Tavistock's police and court heritage, through a community and civic historic 'hub'. This Project unlocks the ability to deliver a sustainable approach to considerable recent, but time limited, work on volunteer, learning, cultural tourism resource development and business relationships undertaken by the WHS, DCC, WDBC and the Tamar Valley AONB, in particular. It can "lock in" the gain of previous projects, thus adding considerable value and return on investment. The WHS Key Centre Learning Strategy report suggests that investment should be made in improving connections with existing heritage provision. The Gateway Centre will form an easily accessible first point of contact to link to all the surrounding heritage sites. This project also aims to expand on the learning resources available in the neighbouring museum by increasing the range of display, interaction and heritage learning space to meet the interests of a wider range of people, including schools. The project will support the employment of an Activity Coordinator who will be responsible for the organisation of learning resources and supporting local people to engage with their heritage.

At the development stage a programme of events will be devised to engage people in heritage such as theatre productions, 'ghost' tours to the cells and learning workshops. These experiential ways of learning will be attractive to younger people and schools, telling the story

behind the heritage in line with the recommendations of the Learning Strategy. The Courtroom will be available for community events allowing a programme of inspiring lectures to be implemented by local heritage groups to widen people's knowledge of their heritage, set within the context of the region. The Magistrates Retiring Room further serves as a dedicated Heritage Learning Space, particularly for schools. It should also be emphasised that simply using and exploring the building as part of the public services 'One-Stop-Shop' will allow local people to directly experience, appreciate and learn about their heritage. Buildings 'plaques' revealing illustrations, architecture and historic function will be dispersed through this part of the complex.

People will have 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 be at the centre of the community. On realisation of what is on offer, people will need, and choose, to visit and engage with the building on a regular basis as part of essential community services. Tavistock has a population of 11,000 and as a result of this project the building complex will be active and occupied seven days a week.

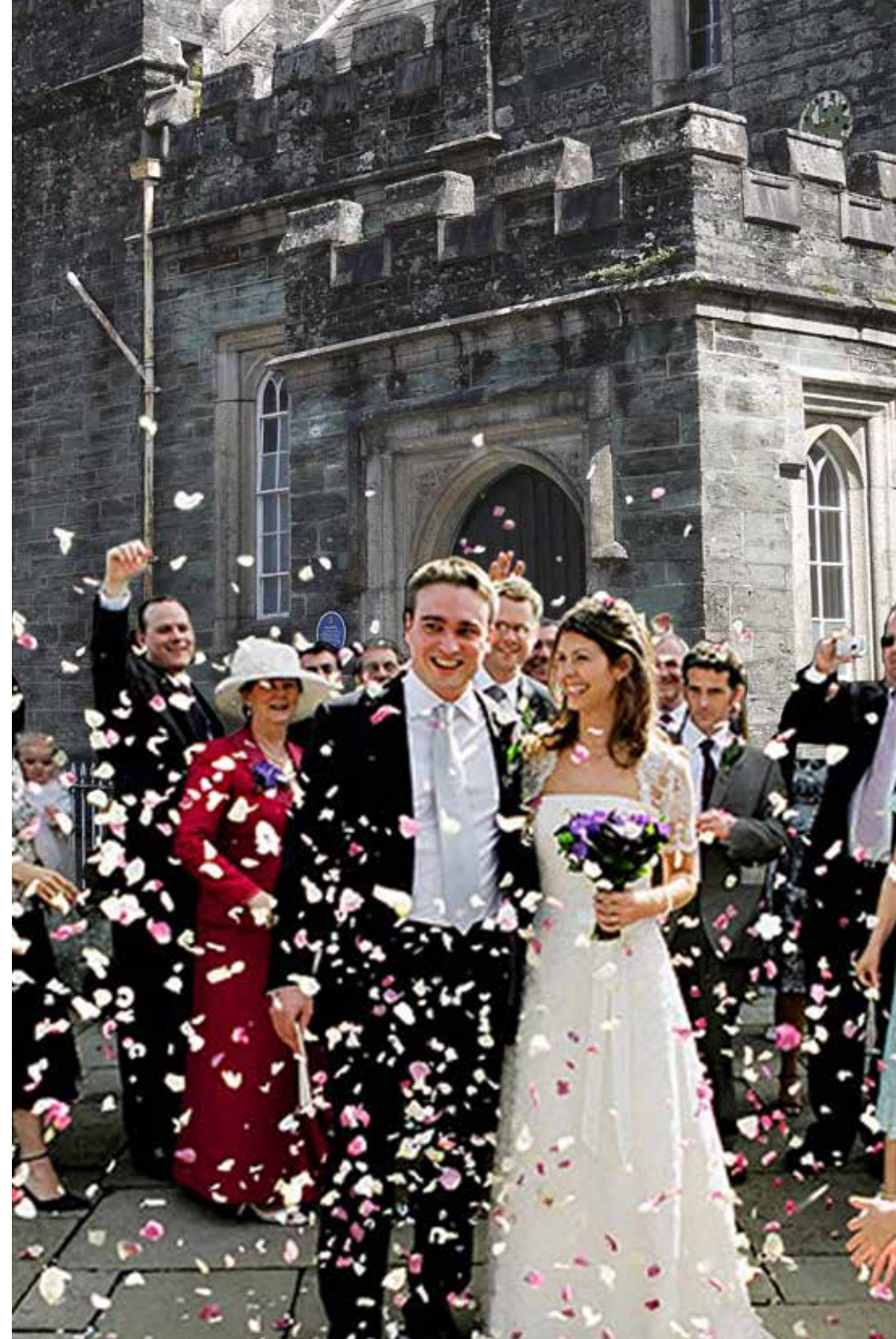
The renovation and resultant improved appearance of the Guildhall in combination with its varied active uses, including the new heritage facilities that celebrate WHS status, will allow local people to once again feel a sense of civic pride in the Guildhall and to make it a regular feature in their lives. Combined with the THI scheme, visitors to Tavistock will also notice great improvements and encourage their friends and colleagues to make the journey. The range of activities and interpretation will attract a wider range of people to engage with Guildhall, to understand, to value, and to care for their heritage, ultimately keeping, indeed enhancing, the local historic environment for future generations. 'Tavistock Heritage' will build on, and provide new opportunities for, collaborative and partnership working between members of community groups and members and staff in local authorities. The development of the business ambassador scheme will lead to greater awareness of WHS values, and economic opportunities, among businesses in the town resulting in a greater willingness and ability to promote Tavistock's heritage.

People will have had an enjoyable experience

The Gateway 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 WHS Gateway Centre and Police & Magistrates' Museum will be developed to be engaging and stimulating for a wide-ranging audience, building on the neighbouring museum's current visitor demographic. The ambition is for the Guildhall to act as a 'hub' of social interaction that people arrive at and then return to on a number of occasions. The facility will 'signpost' people to explore beyond the building and encourage visits to other heritage and landscape attractions in the local area.

The Guildhall will allow for a varied programme of musical and small-scale stage productions / festivals in dramatic spaces. The community events trust will establish relationships with local arts and performance groups, schools and societies to promote a network of diverse events. The project will also offer the opportunity for members of the community to marry in this iconic building and reinforce their connection with Tavistock and its heritage.

The project will engage with local businesses to assist in making the overall experience of visiting Tavistock is both more enjoyable and more inspiring whilst also making it easier to navigate.





People will have volunteered time

During the development stage, TTC, WDBC and the Tavistock Key Centre Steering Group representatives are volunteering their time and expertise to help realise this project. This core group represent their organisations and the wider needs of the Tavistock community. They bring a wealth of experience to the project from planning, business and community perspectives. The group feels strongly that this project meets the needs of local people and feel passionately that this is the most appropriate reuse of the building – the optimum viable use.

When in the operational phase, the heritage interpretation and learning elements of the project will be mostly staffed by volunteers, in the manner that is currently successfully implemented in the neighbouring museum. Volunteering opportunities will be offered with a range of timescales from intensive weeks to a day or two a month on a longer-term basis. The shorter periods will be attractive to school leavers or gap year students who wish to enhance their CVs with volunteer work in the community; while regular part time volunteering will suit the older generations. The Town Council is aware of many residents who have noted their wish to volunteer to protect the town's heritage and also assist their integration within the community that supports it.

It is anticipated that a community trust will be set up to manage the events in the Courtroom. The local volunteer members will comprise people who are best placed to tailor the range of events to community needs and interests. Tavistock has one of the highest number of active and willing volunteers nationally so meeting the volunteer needs of the new Gateway Centre, supported by Town Council staff, is seen as realistic.

Environmental impacts reduced

Capital works will include the insulation of roof spaces and refurbishment of the windows and doors to reduce draughts. In combination with a new efficient boiler and other services this will greatly reduce the environmental impact of operating the building. Further enhancements to the fabric performance will be sought where appropriate, however these will need careful consideration with regard to the historic fabric and will require Conservation Officer approval.

The specification of the project will be developed to include low energy lighting (including in display areas), low water use fittings, natural and local materials and finishes from sustainable sources where they are fit for purpose. A site waste management plan will be instigated during construction and an ecological impact assessment has already been undertaken.

The Guildhall and Police Station is in an ideal location for a Gateway Centre that will help reduce transport emissions. Its central location within a 2 minute walk of the bus station and coach drop off, close proximity to long term parking and in easy walking distance of a number of historic attractions in town will reduce visitors carbon emissions. The transport strategy will be subject to monitoring and review to ensure visitors are aware of alternative means to visit the complex.

More people / greater diversity of people

The creation of a Tavistock Town Council managed 'One-Stop-Shop' for public services will ensure a wide range of people visit the complex. It is likely that they will come to make a simple Town Council or public service enquiry and then take the opportunity to explore the WHS interpretation centre, cells and courtroom, noting a dynamic programme of forthcoming events. Audience development work including extensive consultation will be undertaken in the development phase, and it is anticipated that younger audiences will be catered for in experiential learning, theatre and music productions and the opportunity to visit the cells and Courtroom. The Learning Strategy reported that there is a great opportunity to expand beyond the older generations and transfer this pride and interest in Tavistock's history to a wider audience. The Gateway Centre will also be instrumental in attracting a new audience, which previously would have continued past Tavistock to Cornwall to visit the Cornish WHS 'mining' landscape.

Local schools interviewed as part of the Learning Strategy suggested that transport costs were the biggest barrier to regular field trips. It was also reported that combined visits that included a number of visits in a package are favoured. The Gateway Centre's central location reduces transport costs for local schools and encourages and facilitates exactly this sort of connected visit by providing a 'learning zone' within a broader 'eco-museum'. This will form a starting point for a number of trips, the 'base' including facilities to store coats and bags, a heritage learning space, and a wide range of information resources.

Easier physical access will be incorporated into the proposal with lift access to the first floor, level thresholds where allowable, and an accessible area in the Courtroom itself. The interpretation material will be available in 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. An innovative element of the Project's Outline Activity Plan is working with disabled people to develop accessible guided tours.

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 symbolises 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.

The friendly and informal 'One-Stop-Shop' for services and advice in the centre of town will establish the building at the heart of the community, encouraging a sense of community and belonging. 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, combining functional utility with architectural value.

The Courtroom itself will be available to community groups to stage performances, hold debates, give lectures or to marry and for council / public meetings. The local community will control the programme of events, whilst Tavistock Town Council will support by ownership and through maintenance of the property.





Economy

The Gateway Centre project will engage with and support local businesses in a number of ways: it will attract new people to the town centre who will be directed to and make use of local shops, cafés 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 also benefit from the increased exposure and support that the Gateway Centre will offer.

The Gateway Centre will support the community and community services by offering space for the voluntary/not for profit/public service sectors. It will also offer a distinctive new performance space where events, theatre and music can be held encouraging people to visit the town in the evenings further benefiting the evening economy.

The final development of the scheme will be guided by conservation management principles. However, measures will be taken to ensure its financial sustainability. Conversion work will be modest and appropriate. Visitors will enter and exit the building via a reception point staffed by Tavistock Town Council, thus ensuring that the practical requirements of visitor flow management, health and safety, disabled access and security control, are met. This enables the interpretive displays to be open to the public without additional attendant cover, though volunteers will steward the courtroom. The design brief for the displays will also 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 higher profile being given to WHS status will also promote new economic opportunities for products and services by existing, and new, providers. The Project will analyse the evaluation of the WHS DTE Project as a proven successful model for how putting culture and heritage to the fore pays wider economic and social dividends.

Your organisation will be more resilient

Tavistock Town Council is a well-managed resilient organisation. The benefit of this project is the establishment of a robust long-term collection of uses for the redundant Guildhall and Police Station, and by the bringing together of a partnership of heritage guardians, all of whom have a remit or collective interest in the conservation, management, use and economic benefit of Tavistock and district's extensive and varied heritage resources.

By proposing a hybrid building with a variety of complimentary uses the occupation of the Guildhall and Police Station will be secured for the long term. Tavistock Town Council will provide strong management of the complex as a whole ensuring a regular maintenance regime and the necessary financial support for the community uses. The office and workshop spaces available to rent and paid-for events at the Guildhall such as weddings and conferences will also provide a valuable income stream. Working in partnership with local community groups to deliver a range of events will allow for the necessary flexibility to adapt to changing needs and tastes in the future. The placing of the Gateway Centre at the heart of the community will encourage a sense of civic pride and make volunteering at the centre an attractive opportunity for local residents ensuring its continued success. In addition these volunteer roles are supported by an employed Project Learning Coordinator to ensure that the activities remain structured and focused and are monitored and measured for success.

Tavistock has great potential to be enhanced as a 'visitor attraction' and the WHS Gateway Centre and Police & Magistrates' Museum will be a key element in this growth area. Currently the neighbouring museum has around 8,000 visitors per year, and we anticipate the new development could achieve at least 45,000 tourist visitors, not including residents accessing services. As the West Devon region is reported to receive 2,000,000 visitors a year this estimate may well prove conservative. The creation of a WHS Gateway Centre will drive the interest in heritage locally and increase visitor numbers, supporting local businesses and other facilities in the Gateway Centre itself.

Bringing an internationally significant but currently redundant building into public use, the development of the Guildhall as a WHS interpretation facility would greatly enhance the whole of Bedford Square and add 'critical mass' to the existing public facilities. The new facility will be complementary rather than duplication or competition with the adjacent Museum, which concentrates on collections in galleries rather than interpretation and learning spaces.

The orientation function of the WHS Key Centre will include raising awareness of and encouraging visits to see the collections of material culture relating to both mining heritage and other aspects of the town's history and development.

People

A diverse range of people will benefit from the establishment of a Gateway Centre. These include:

- Tavistock residents gain better, easier and more welcoming access to services;
- Small businesses benefit from newly available affordable start-up office space;
- Arts and music groups gain a fantastic space to practice, perform and display;
- Local heritage and other groups gain space to meet, debate and learn;
- Local couples gain a reasonably priced but spectacular wedding venue;
- Tourists and locals will gain a WHS interpretation centre giving clear access to information regarding the World Heritage Site and local heritage attractions;
- Tavistock will gain a nationally significant museum facility in the Police Station-Courtroom complex;
- Local businesses benefit from better trade due to increased visitor numbers;
- Local tourist attractions benefit from better 'signposting' and promotion by local residents leading to increased visitor numbers;
- School children and teachers benefit from a new heritage learning space together with resources directly relevant to their local area. Coat and bag storage will be provided so that the Gateway Centre can be used as a base for exploration;
- Charities, not for profit organisations and other public sector service providers through the availability of both space and collaboration opportunities to deliver more coordinated and cost effective services.

Anticipated visitor numbers to the Gateway Centre: 45,000

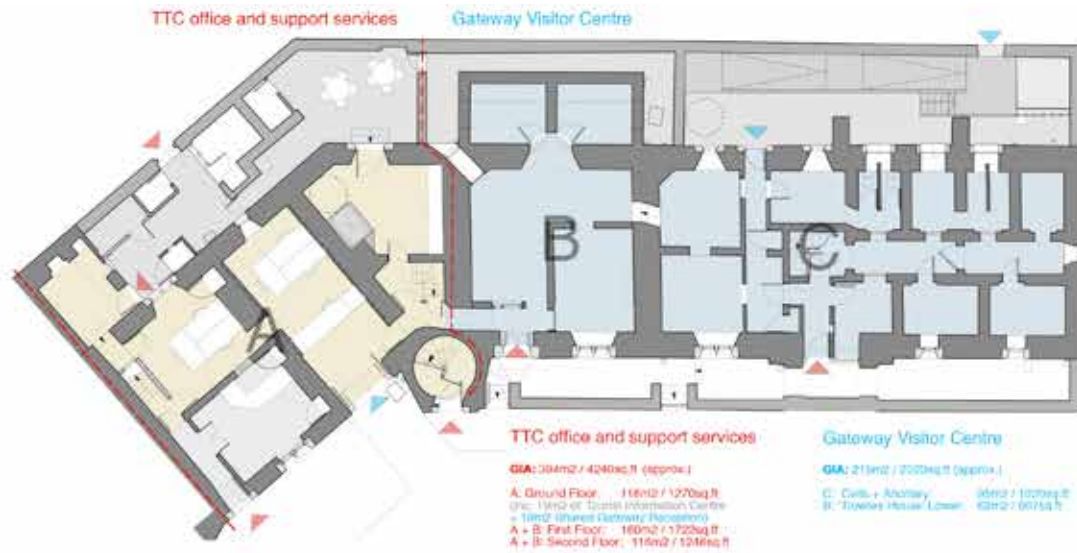
Anticipated people trained: 15 People

Anticipated volunteers: 3 in development stage / 20 during operation

Anticipated jobs created: 2 jobs



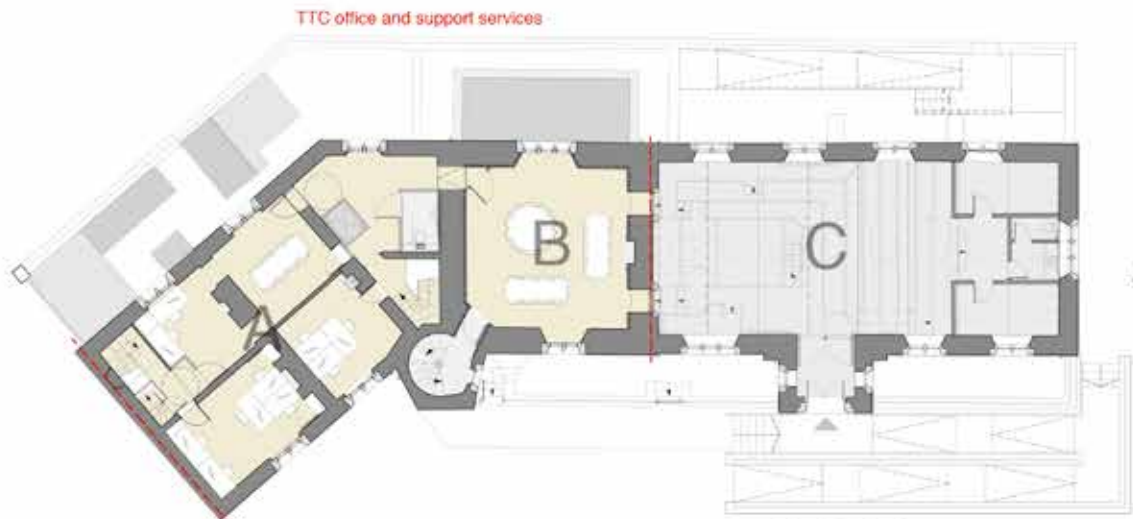
Proposals.



tavistock guildhall **TTC: ground / lwr. grd as proposed**



tavistock guildhall **TTC: second floor as proposed**



tavistock guildhall **TTC: first floor as proposed**

key:

Note: Refer to detailed plans: SK302 - SK306

- A - Zone A: 'The Police Station'
- B - Zone B: 'Trowles House'
- C - Zone C: 'The Courtroom and Cells'

-  - existing masonry
-  - infill inserted

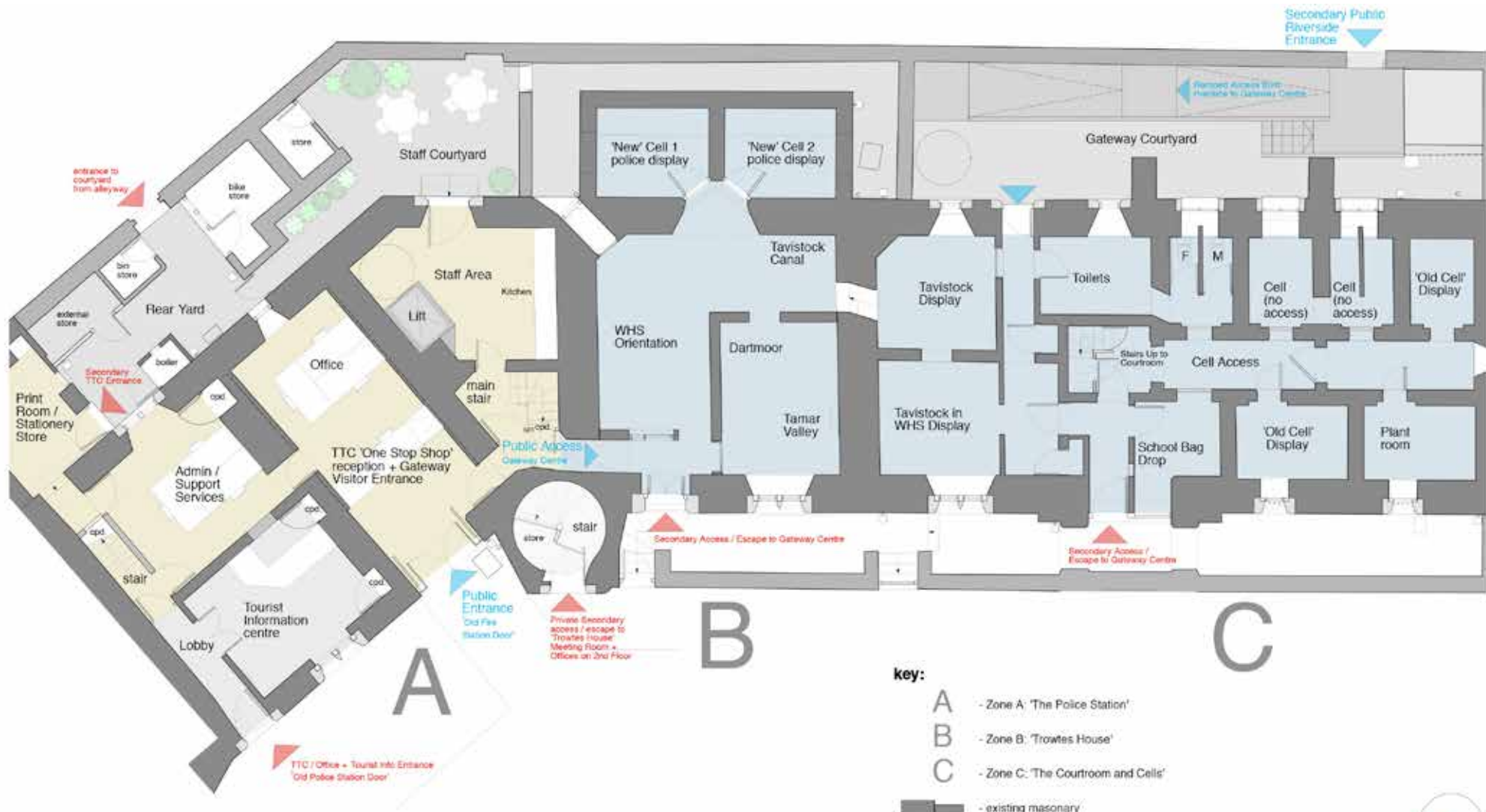
GIA: 121m² / 1300sq.ft

Courtroom: 113m² / 1228sq.ft

Lobby: 8m² / 85sq.ft

Gateway Centre - Courtroom Display / Council Chamber / Events / Community Use

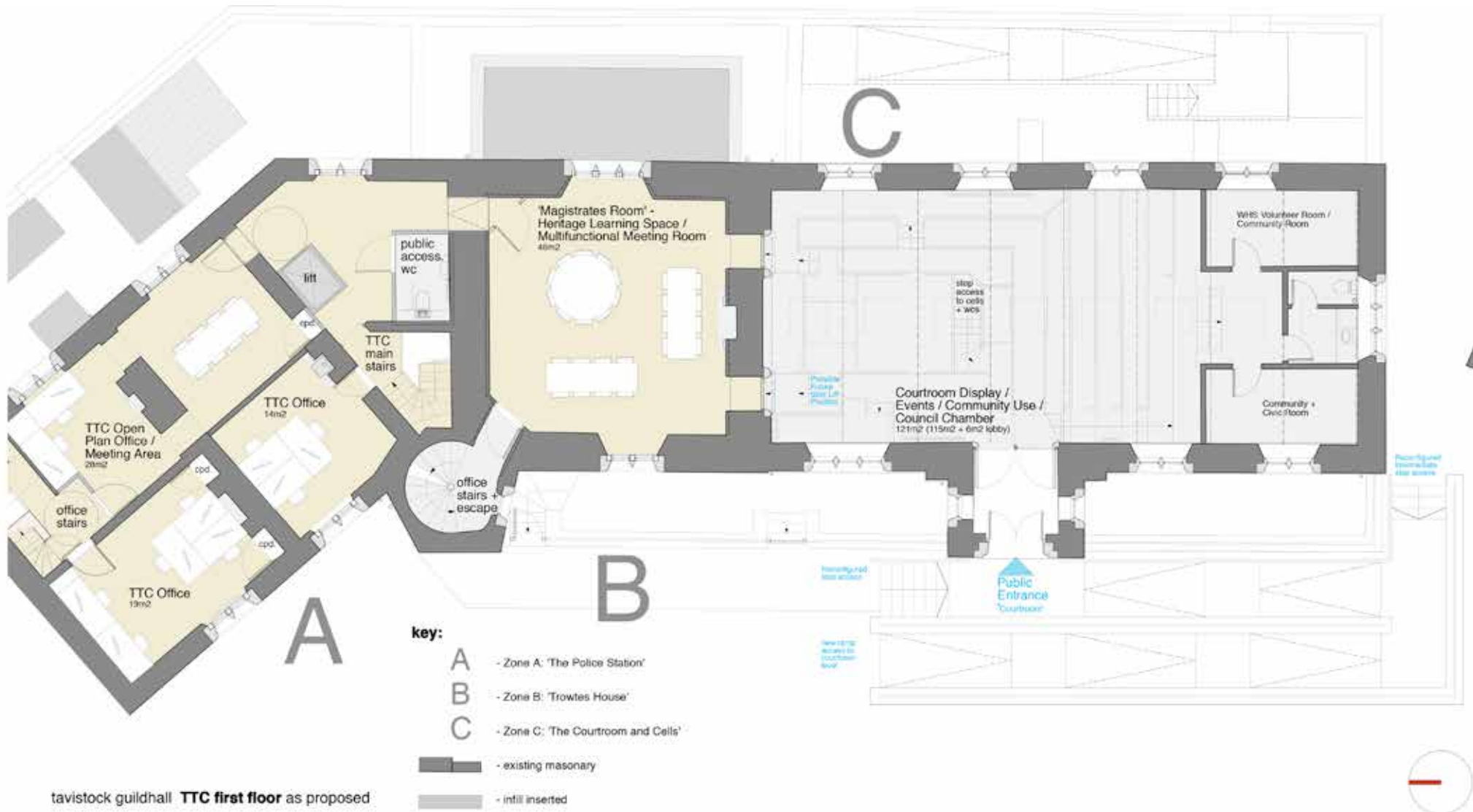


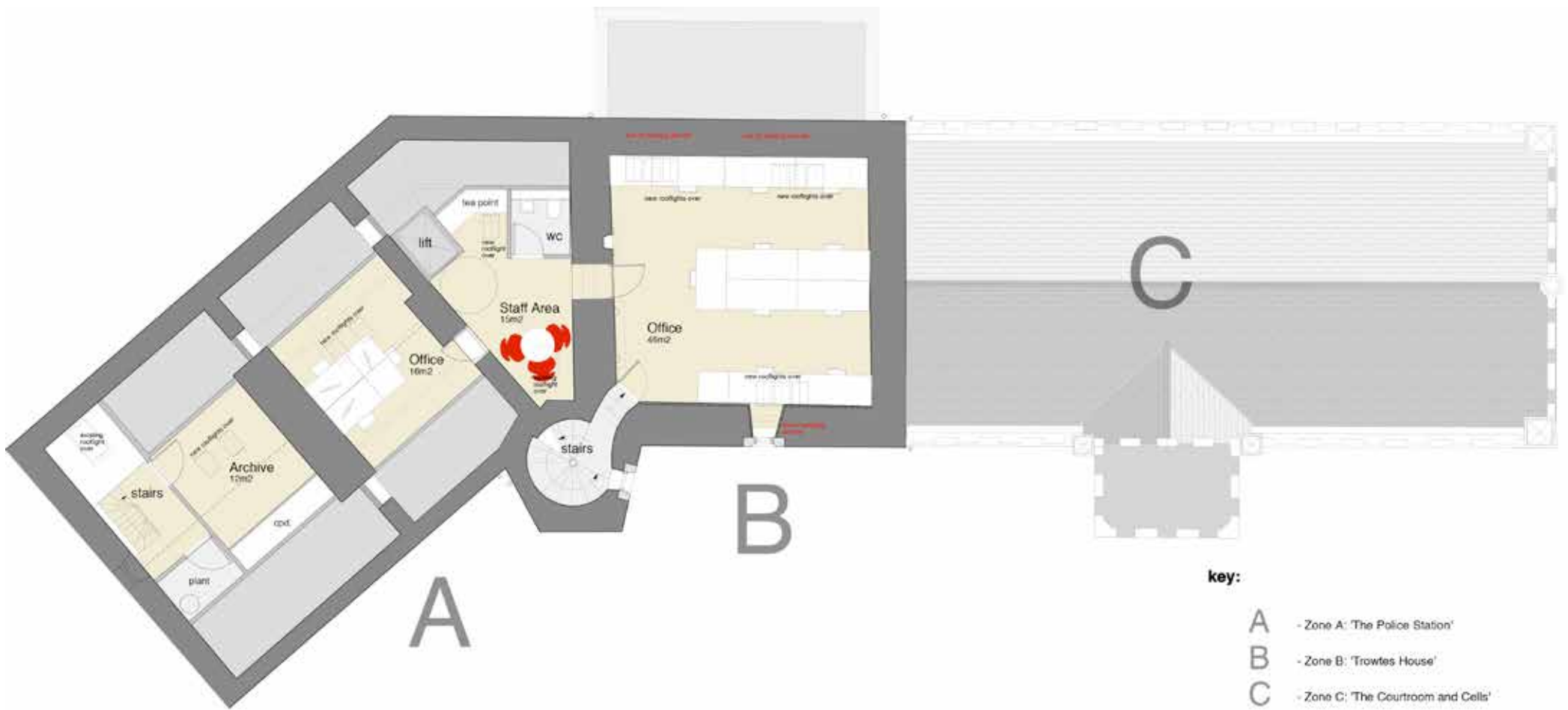


tavistock guildhall **TTC: ground / lower ground floor** as proposed

- key:**
- A - Zone A: 'The Police Station'
 - B - Zone B: 'Trowles House'
 - C - Zone C: 'The Courtroom and Cells'
 - existing masonry
 - intill inserted







tavistock guildhall **TTC: second floor** as proposed

key:



- A - Zone A: 'The Police Station'
- B - Zone B: 'Trowles House'
- C - Zone C: 'The Courtroom and Cells'

-  - existing masonry
-  - infill inserted



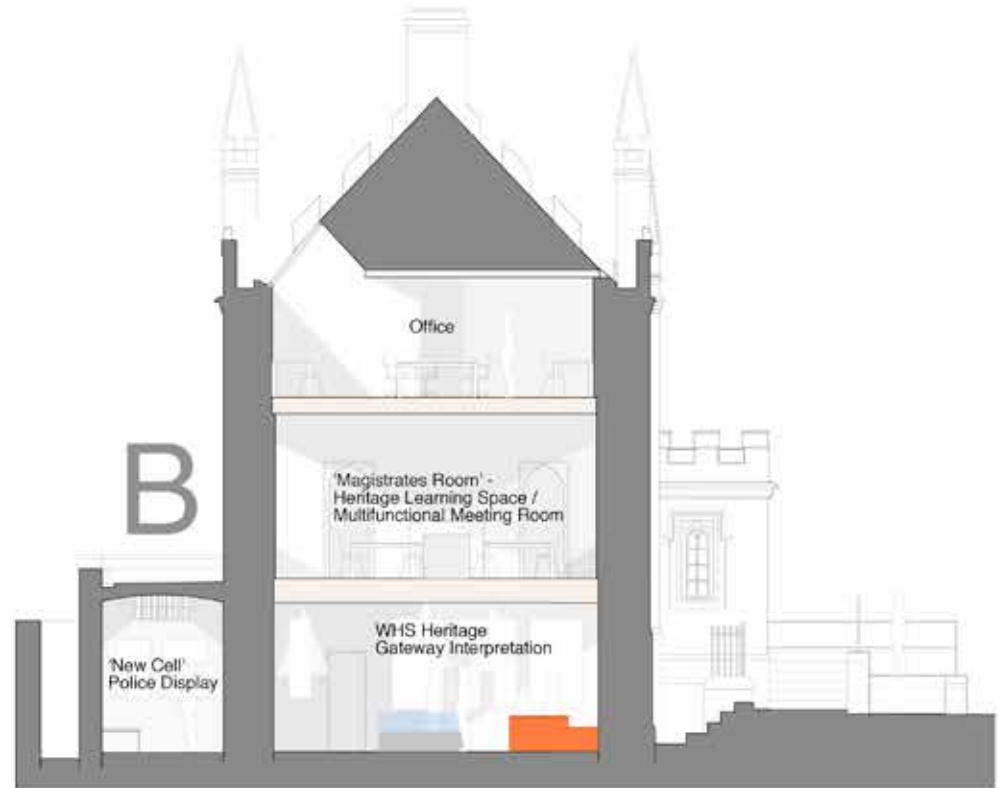
key:

- A - Zone A: 'The Police Station'
- B - Zone B: 'Trowtes House'
- C - Zone C: 'The Courtroom and Cells'

-  - existing masonry
-  - infill inserted



tavistock guildhall **TTC: section a-a** - police station as proposed



tavistock guildhall **TTC: section b-b** - 'trowtes house' as proposed

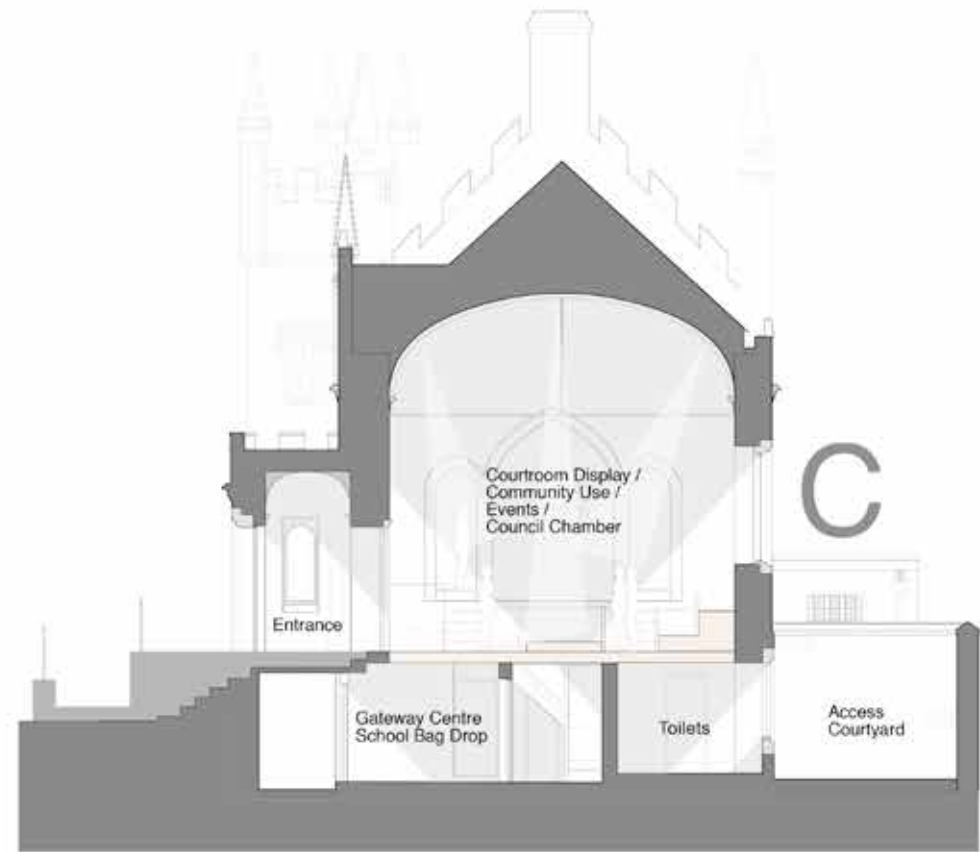
key:

- A - Zone A: 'The Police Station'
- B - Zone B: 'Trowtes House'
- C - Zone C: 'The Courtroom and Cells'

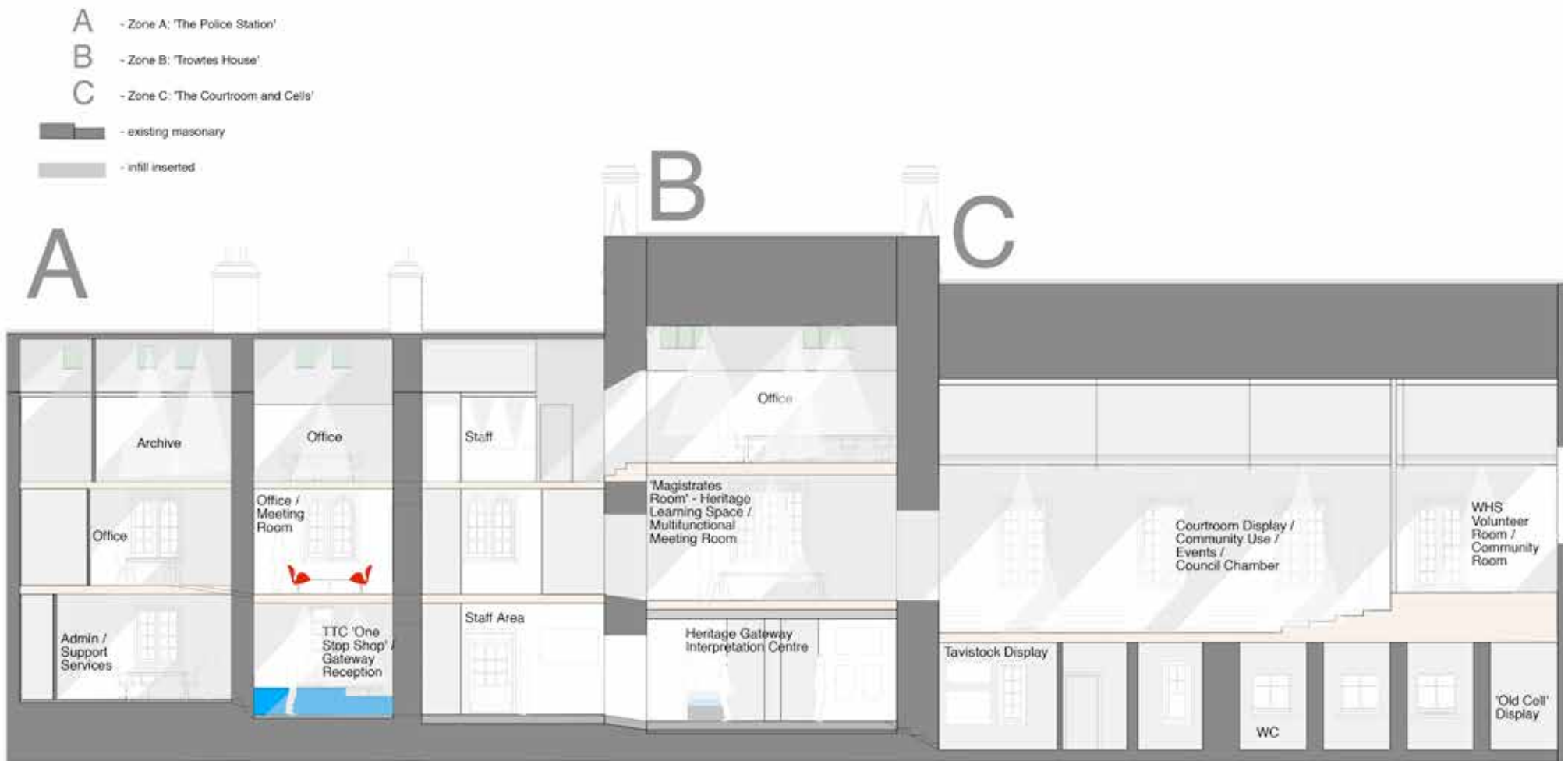
-  - existing masonry
-  - infill inserted



tavistock guildhall **TTC: section d-d** - police station as proposed



tavistock guildhall **TTC: section c-c** - courthouse as proposed



tavistock guildhall **TTC: section e-e** - long section as proposed
 (note: sketch - section cut varies)



Royal William Yard, Plymouth - GYA example of atrium conversion (over)
 example of simple white space emphasizing historic features

church conversion project - open plan space retaining historic fabric (over)
 example of existing building converted to offices with double height space

church conversion project - open plan space retaining historic fabric (over)
 example of existing building converted to offices with mezzanine and intermediate levels inserted for meetings and flexible working areas

precedents: conversion examples



simple white conversion of loft space to open plan offices (lower)

white finishes highlight historic fabric left untouched

double height office space allowing interconnected spaces (lower)

loft conversion to offices lit by rooflights

open plan loft allows for flexible working areas

simple white conversion of loft space to open plan offices (upper)

white finishes highlight historic fabric left untouched