

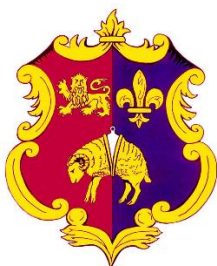
Tavistock Guildhall Gateway Project Heritage Lottery Fund Round Two Application

Management and Maintenance Plan



Photo courtesy of Tavistock Town Council (edited)

Final July 2017



Tavistock Guildhall Gateway Project Management and Maintenance Plan

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1. Introduction

- 1.1.** Tavistock Town Council, with its partner Tavistock Heritage Trust, 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 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 hire outside of general public opening times.

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 be a 'one stop shop' for Council and other public services in the former Police Station and Trowtes House providing convenient and co-ordinated access to public services alongside the consolidation of the administrative services of the Council on the premises.

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.

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.

This Plan has been written as part of the Round Two application. The Plan sets out the proposed management and maintenance of the buildings after their planned redevelopment and conversion to a WHS Gateway Centre for the World Heritage Site. It will enable those responsible for this to understand the history and significance of the site and to manage and maintain it to assure its long-term care and protection.

The plan draws together reports, policies, procedures written by, and advice given by, heritage, conservation, and property professionals involved in planning the project, together with community partners:

1.1.1. Tavistock Town Council

Current owners of the building and has overall responsibility and accountability for its upkeep, maintenance and preservation, now and in the future. Responsible for the repairs and maintenance of all the Authority's property assets, which includes many listed buildings. They hold a capital budget to undertake planned maintenance work across the council's property portfolio and an annual revenue fund for day-to-day reactive maintenance, which includes servicing. This fund is used for minor and emergency repairs such as rainwater

goods, roof leakages, etc. Advice and support has been received from the Town Clerk and General Manager which has contributed to this Plan.

1.1.2. Development Phase Co-ordinator (Trevor Humphreys Associates)

Responsible for providing advice to Tavistock Town Council on project costs, programme and risk, overseeing and coordinating the Project Team and the principal contact with the HLF during Stage 2

1.1.3. Heritage Business Consultant (Carrie Blogg)

Responsible for Project Business Plan and Bid Writing. The Business Plan should be read in conjunction with this Plan.

1.1.4. Tavistock Heritage Trust

Tavistock Heritage Trust is a charitable company limited by guarantee, with charitable status, charity number 1173744. Delivery partners for the operation of the WHS Gateway Centre, working with Tavistock Town Council. They will be responsible for the daily running of the WHS Gateway Centre, and its activities.

1.1.5. Heritage Activity Consultant (Gamble and Fearon)

Responsible for the production of the project's Activity and Interpretation Plan, developing the new learning and information offer for the WHS Gateway Centre. Full details of how activities will be managed and maintained at the redeveloped WHS Gateway Centre are contained in the Activity Plan, which should be read in conjunction with this Plan.

1.1.6. Gillespie Yunnie Architects

Lead Design Consultants and Architects. Within their team are Hydrock Consulting (Structural Engineers) and Method Consulting (Building Services Engineers) They also commissioned Croft surveyors to undertake an updated Maintenance Schedule Report, which was completed in May 2017 (see below).

1.1.7. Croft report re property maintenance

This report was written following an updated Maintenance Inspection of the Tavistock Police Station & Magistrates Court undertaken on 6th April 2017. The original inspection was carried out in 2009 and this inspection was prepared to update the original schedule and adjust as necessary. The report can be seen at Appendix E to this document.

The purpose of the re-inspection was to re-assess the condition of the exterior fabric of the building and advise on the future maintenance requirements through the preparation of a planned maintenance schedule.

1.2. Scope of the Management and Maintenance Plan

This plan covers the Management and Maintenance of the Guildhall complex in terms of:

- 1.2.1. **Physical:** Guildhall, old fire house, Trowte's House/ old police station (collectively known as the Tavistock Guildhall complex). See also 1.5 below
- 1.2.2. **Technical:** it addresses the maintenance and management requirements for the preservation of the heritage as it is used in this project.
- 1.2.3. **Timeframe:** covers the operational phase of the project only (2020 onwards) and not the building phase

1.3. Links to other planning work.

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.

1.4. Any gaps in the plan.

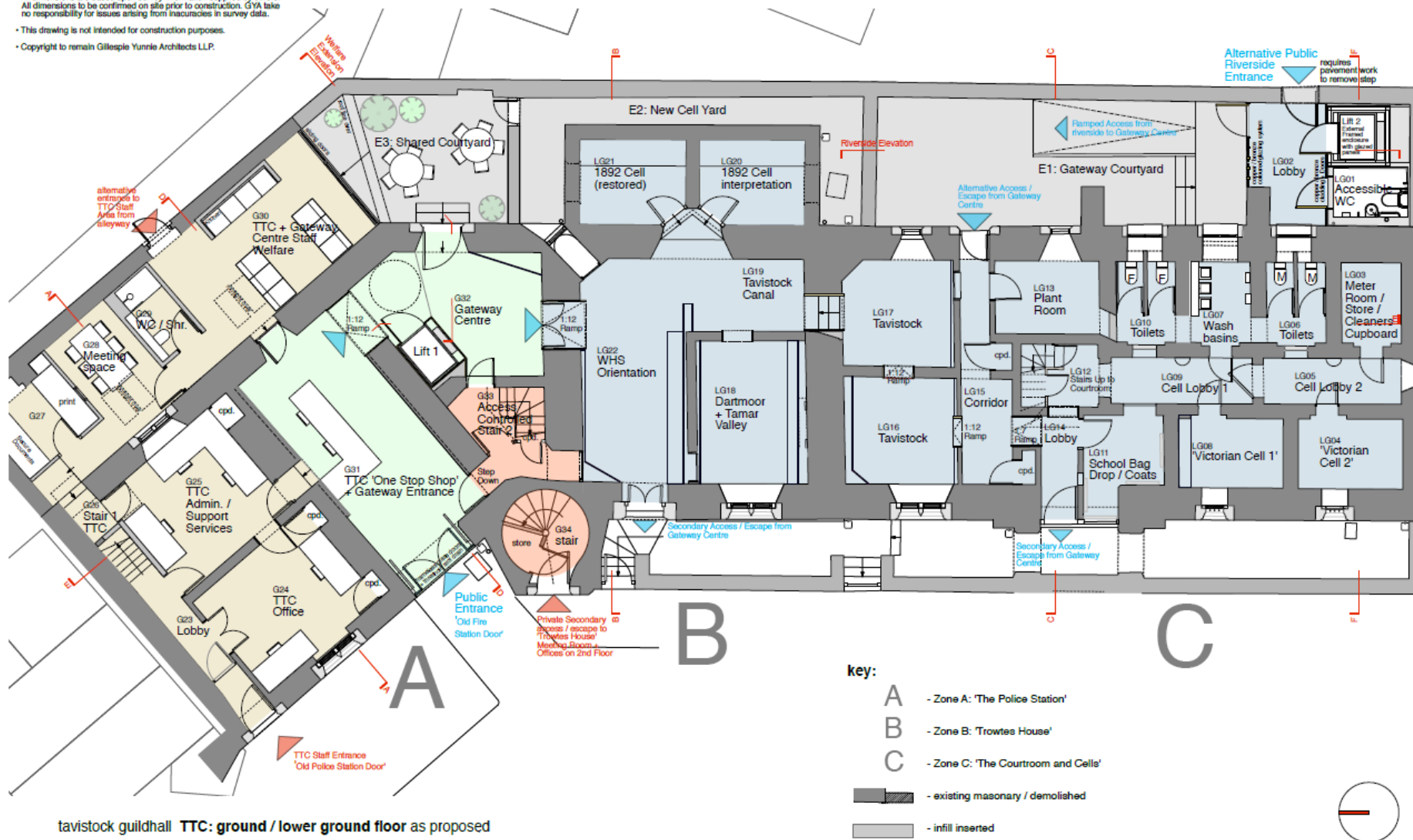
This plan is not the finished product, in that in various areas, referenced in this document, options will be honed and decisions made during the lead up to the operational phase in 2020. To finalise some of these areas now would be considered to be inadvisable and premature. In addition, it is the intention that this will be a 'live' document, revisited and reviewed at regular intervals, as detailed in Section 6, to allow for the learning from evaluation to be incorporated, and changing circumstances.

1.5. Area covered by the plan.

This Management and Maintenance Plan, as stated earlier, covers the Guildhall, old fire house, Trowte's House/ old police station (collectively known as the Tavistock Guildhall complex). A plan of the proposed layout is shown below, with the areas to be utilised primarily by Tavistock Town Council delineated in yellow, and the WHS Gateway Centre in blue, and shared areas in orange. Within the range of buildings also lies Court Gate, which currently houses the Tavistock Museum. Although connected physically to the Guildhall complex, there are no plans to make changes to the Museum, and it lies outside the scope of this project. It is therefore excluded from this Management and Maintenance Plan. Another nearby building under the arch just to the left of the Guildhall complex used to house the Visitor Information Point (VIP). This building is currently owned by Tavistock Town Council and leased to West Devon Borough Council. It is hoped that Tavistock Heritage Trust, one of the delivery partners for the WHS Gateway Centre will be able to use this building and re-open the TIC, which will strongly complement the WHS Gateway Centre project, provide visitors with signposting information to the WHS and other heritage areas, whilst providing income generation opportunities for the Trust, which will in turn strengthen the viability of the WHS Gateway Centre. The Visitor Information Point building, however, is excluded from this Management and Maintenance Plan.

Notes:

- All dimensions are based upon survey information supplied by others. All dimensions to be confirmed on site prior to construction. GYA take no responsibility for issues arising from inaccuracies in survey data.
- This drawing is not intended for construction purposes.
- Copyright to remain Gillespie Yunnle Architects LLP.

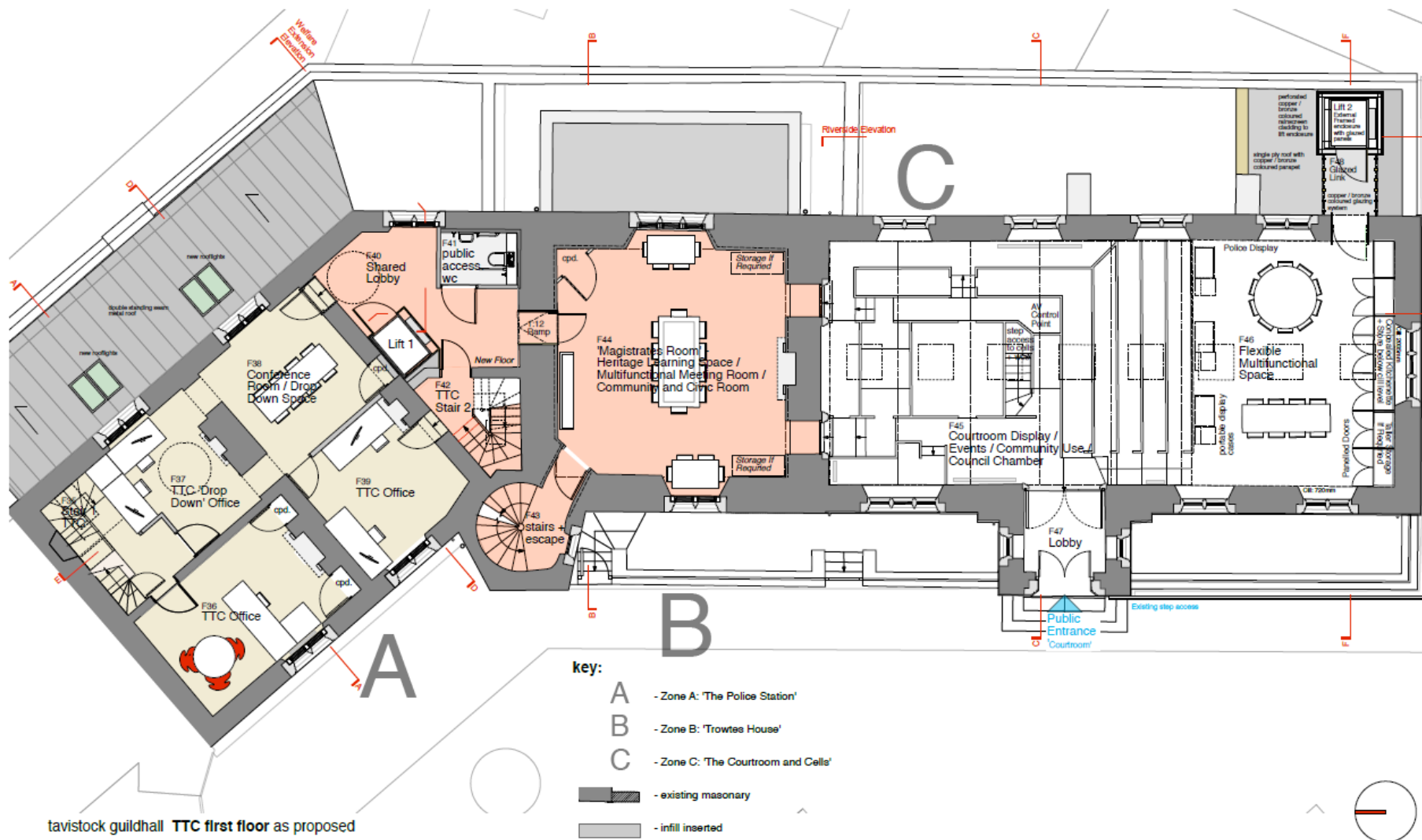


tavistock guildhall TTC: ground / lower ground floor as proposed

key:

- A - Zone A: 'The Police Station'
- B - Zone B: 'Trowles House'
- C - Zone C: 'The Courtroom and Cells'
- existing masonry / demolished
- infill inserted

| | | | | |
|---|-------------------|--|--|---|
| <p>general</p> <ul style="list-style-type: none"> • all drawings are A3 • 1:50 scale drawing • 1:100 scale drawing to be used for construction • 1:200 scale drawing to be used for construction | <p>key</p> | <p>stage</p> <p>Stage 3</p> <p>Note: Alterations and upgrades to existing fabric detailed on conservation plans, details and outline specification</p> | <p>rev</p> <p>PL1: 05.06.17 - Section Markers Added PL2: 28.06.17 - Minor Update following client review</p> | <p>project</p> <p>Tavistock Guildhall and Police Station</p> <p>TTC: Ground / Lwr Ground Floors</p> <p>gillespie yunnle architects</p> <p>date: Nov 2015 scale: 1:100 @ A1 1:100 @ A3 drawing no: 1041 drawing title: PL-110 sheet: 6 of: 12</p> |
|---|-------------------|--|--|---|



tavistock guildhall TTC first floor as proposed

| | | | | |
|--|-------------------|---|--|---|
| <p>general</p> <ul style="list-style-type: none"> • all coverage on account • all work to be done • all work to be done to listed building • all work to be done to listed building | <p>key</p> | <p>note</p> <p>Listed Building Consent</p> <p>Note: Alterations and upgrades to existing fabric detailed on conservation plans, details and outline specification</p> | <p>rev</p> <p>PL1: 05.06.17 - Section Markers Added</p> | <p>project</p> <p>Tavistock Guildhall and Police Station</p> <p>TTC: 1st Floor Plan as proposed</p> <p>gillespie yunnie architects</p> <p>date: Nov 2015 scale: 1:100 @ A1 1:150 @ A3 drawing no: 1041 rev: PL-112 sheet: PL1</p> |
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2. Understanding the heritage

2.1. Description of the heritage and how the heritage has changed through time

2.1.1. **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.

2.1.2. **The Guildhall complex of buildings** exemplifies the combination of medieval monastic and Victorian Gothic architecture and the early phase of town planning by the Dukes of Bedford. The buildings' importance and the founders' wealth and status, and the exceptional state of preservation make it a key component of Tavistock's Outstanding Universal Value.

At the centre of the complex is the medieval Trowte's House, a rectangular building with a polygonal stair tower. Trowte's House is named after John Trowte, a clothier who was a tenant in the 1690s. It dates from the late 15th century and was originally located within the Great Court of Tavistock Abbey. It probably served as guest accommodation and is a rare survival of a monastic outer court building.

The Guildhall represents the second phase of the Duke of Bedfords' redevelopment of Tavistock and followed the construction of Plymouth Road. Work began in the 1820s when the regionally acclaimed architect John Foulston seems to have restored Trowte's House along with the nearby abbey gatehouse, and added a façade to the complex of buildings. In 1847-8 the 7th Duke's local surveyor and architect, Theophilus Jones, remodelled the buildings behind the façade of the buildings in the complex to construct the Guildhall comprising a new courtroom with six cells and a police station called the bridewell in the basement below, a magistrate's room in Trowte's House, a fire station and police accommodation. Two new cells were opened at the back of Trowte's House in 1892 after the old bridewell cells had been made uninhabitable when the River Tavy flooded two years earlier.

The context for these developments was the growth of Tavistock as a mining boom town with all the attendant problems of overcrowding, poor housing and occasional disorder sanitation plus the general economic, social and political turbulence of the 1830s and 1840s which saw revolutions on the Continent and the rise of Chartism and Radical liberalism at home.

The Guildhall was used as a magistrates' court until 1997 and by the police until 2012 making it one of the country's longest serving police stations. The courtroom and the magistrates' robing room remain largely intact and one of the original bridewell cells retains its door with historical graffiti and bed. Fixtures and fittings, including the 1892 cells doors, soundproof tiles in the former interview room and canister holders for pepper spray testify to the changing nature of policing right up to the early 21st century.

2.2. Why it is important

Tavistock Guildhall complex is of national significance as one of England's earliest combined police station/court rooms and as a commentary on the history of the police and the legal system.

Historic England considers 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 northwest, 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.

2.3. Police Heritage Collection

The South West Police Heritage Trust has a very large collection of interesting artefacts very relevant to the policing heritage of the Guildhall complex. An agreement is being formed with Tavistock Heritage Trust that will enable Tavistock to be one of the centres in the SW where a small part of their collection will be displayed. This will help visitors to better understand the importance of the policing heritage of the buildings.

2.4. Who our heritage is important to

2.4.1. Tavistock is a market town that effectively serves its wide rural catchment area. In addition, it is a destination for visitors, from neighbouring towns and cities in the South West, tourists from elsewhere in the UK, or overseas visitors, particularly from the Netherlands, Germany and France. Within Tavistock and West Devon there is a longstanding interest in heritage as demonstrated by a wide range of groups that seek to learn about, educate or enjoy the heritage of the area. As this project will create a

new destination for people to learn about and enjoy our heritage, we cannot refer to existing visitor numbers, but instead have undertaken market testing and developed an understanding of the importance of heritage in the local area.

2.4.2. A market assessment has been done as part of the planning for the Guildhall WHS Gateway Centre project, and this, together with the Heritage Lottery Fund round two Business Plan, should be read alongside this document, as they demonstrate in detail the likely interest in heritage and this project. However, we can broadly categorise the main groups that hold this heritage as important as local people, visitors from a wider area, tourists from abroad and other parts of the UK; schools; higher education establishments; families; and volunteers:

2.4.2.1. Local people from the Tavistock and West Devon area value their heritage and via the WHS Gateway Centre can gain a deeper understanding of their local area and the significance of the heritage in places they visit and live.

2.4.2.2. Visitors/ families (families, couples and individuals) from Plymouth and the wider South West anecdotally value the heritage of Tavistock and come to the town as a destination for a day visit, and frequent 'special' days such as Goose Fair and Dickensian evening; the WHS Gateway Centre will provide a stronger destination pull, together with the Visitor Information Point will spark visits to further heritage sites.

2.4.2.3. Tourists come to Tavistock from both the UK and abroad. Coaches regularly visit bringing organised trips from Torbay and elsewhere to the town. The area also brings many visitors from abroad, particularly the Netherlands and Germany, but also France and Italy. As with more local visitors, the WHS Gateway Centre will provide a stronger destination pull, together with the Visitor Information Point will spark visits to further heritage sites.

2.4.2.4. Schools and higher education. The WHS Gateway Centre is planned to offer a good learning heritage experience for schools, and also more in-depth opportunities for higher education students. The Learning & Participation Coordinator will coordinate these activities, and the Tavistock Guildhall Gateway Project Heritage Lottery Fund Round Two Application Activity Plan that forms part of the describes this in more detail.

2.4.2.5. Volunteers. The success of the WHS Gateway Centre depends in part on recruiting a body of volunteers. We know from other heritage work that has happened in the town that many people are willing to volunteer in order to promote heritage and events that celebrate heritage.

2.4.3. For further information please refer to section 6 of the Tavistock Guildhall Gateway Project Heritage Lottery Fund Round Two Application Business Plan and the Activity Plan Market Assessment document that form part of that bid.

3. Current situation

3.1. Summary

The Guildhall complex currently lies mostly empty, apart from providing office space for 4.5 FTE employees of Tavistock Town Council; this figure will rise in October 2017 with the addition of a market development officer for a period of 2 years, and market staff for a temporary period of up to six months; these staff are accommodated mainly on the first floor above the old Police Station. Tavistock Guildhall has been unused since 1997 and the Police Station since 2012. Devon Historic Buildings Trust (DHBT) bought the building in 2010 following an approach from the Devon and Cornwall Police Authority, to whom it was leased back until the police service moved to new premises in 2012. The DHBT then held a public consultation to see what the community felt should happen to it. From that the trust made an unsuccessful planning application to convert the Police Station and Trowte's House into residential use and the funding from that would go towards the restoration of the Guildhall for community use. Tavistock Town Council later purchased the property from DHBT with the aim of redeveloping the building and bringing it back into public use including as the location for the WHS Key Centre.

During the years that the DHBT owned the building it was visited weekly to check for vandalism and weather damage, and regular maintenance was carried out to ensure that it was weather tight and the heating kept on to ensure that it remained aired. This routine maintenance of the Guildhall during its ownership ensured the speed of deterioration was minimised, and this has been continued by Tavistock Town 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 incurring costs. 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.

3.2. Current Management and Maintenance Programme and Procedures

Tavistock Town Council own and manage a wide range of historic buildings in Tavistock Town Centre and have a well-developed system of repair and maintenance. The Guildhall complex falls under this remit. In 2017-18, Tavistock Town Council have approximately £143k budgeted for routine care and maintenance of, and emergency maintenance response to their entire building stock. This includes:

- 3.2.1. property maintenance, e.g. roof surveys, redecoration
- 3.2.2. contract maintenance e.g. lifts, alarms, electrical testing and fire extinguishers etc; grounds maintenance; equipment hire and
- 3.2.3. vehicle maintenance.

Maintenance tasks are listed on a Forward Maintenance Register, and classified A-C to signify priority. The list is reviewed regularly to see if priority of tasks needs revising.

As well as ongoing upkeep in terms of heating, security, NNDR etc, improvement to the Guildhall complex to date has included redecoration, re-wiring and painting of railings. Currently an estimated £26.5k plus any capital outlay has been spent on the buildings. In 2017 water meters have been installed, which will reduce water costs.

3.3. Current condition of the site

The Croft survey inspection, carried out in April 2017 and attached at Appendix E, shows the current condition of the building. It highlights issues with areas of the building, in particular the roof and rainwater goods. It makes recommendations for future work. The proposed project will see refurbishment of the building to ensure it is fit for purpose to deliver the WHS Gateway Centre and associated uses in accordance with Appendix C of this document.

3.4. Current site security

The building is kept secure. In case of emergencies there is an on-call system run by the works depot. The phone is manned at all times with staff no more than 30 minutes away for response times. On-call operative has a list of key contacts and availability to transport and equipment.



Photo courtesy of Barry Gamble (edited)

4. Risks to heritage

4.1. Natural factors:

- 4.1.1. The Courtroom has been unused since 1997 and the Police Station since 2012. 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 largely empty state it is requiring urgent attention. Of particular note are the parapet gutters, which are in a poor state of repair causing damp penetration. Some interim remedial work has been carried out pending the refurbishment of the building. 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. The building if left empty with no income stream can only deteriorate further.
- 4.1.2. Other risks linked to natural factor include fire, flood and extreme weather – precautions regarding the first two will be built in to the refurbishment specification; plans to react to and mitigate the effects of the last one will form part of the operating plan.

4.2. Human factors:

- 4.2.1. Wear and tear to the fabric of the heritage due to human footfall and visitor numbers. Whilst this is inevitable to some extent, damage can be minimised by good management and maintenance as detailed in Appendix C.
- 4.2.2. Vandalism. This is not a major factor in Tavistock but the likelihood may reduce when the building is no longer empty. Minor vandalism within the building by visitors out of sight of staff/ volunteers is a possibility but experience once the WHS Gateway Centre is open will enable mitigation to be developed. CCTV would help to overcome this risk. Relocation of the existing CCTV from the Council Chamber is planned for the Courtroom, and wiring will be in place to enable an extension to the system in future.

4.3. Resource issues:

- 4.3.1. The heritage of the Guildhall complex should be best protected in the long term by the success of the WHS Gateway Centre and associated uses. This is dependent on various factors, including the success of the Heritage Lottery Fund bid, the long-term commitment (including financial commitment) of Tavistock Town Council and the long-term success of Tavistock Heritage Trust. A failure by Tavistock Heritage Trust to find enough volunteer staff and financial resource to run the WHS Gateway Centre would place more demands on Tavistock Town Council and may weaken Tavistock Town Council's capacity to support the project long term. However, Tavistock Heritage Trust, although a new organisation is demonstrating a robust approach to governance, business planning, fund raising and creating a strong volunteer support base, and is confident of being successful long-term.
- 4.3.2. The current plans for Tavistock Heritage Trust to use and run the Visitor Information Point next to the WHS Gateway Centre as an information and small retail space, will enhance Tavistock Heritage Trust's ability to raise funds. It will not be a cornerstone of their fund-raising strategy, but if this does not happen it will weaken the visitor experience and remove a stream of income from Tavistock Heritage Trust. In addition, the business and community interests in the town would welcome the opening of the Visitor Information Point.

5. Management and maintenance aims

- 5.1. 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.
- 5.2. Ensure that everyone can have access to and enjoy the Guildhall complex and its historic setting. Improve physical accessibility around the site, and manage and maintain good access around the site and buildings at all times.
- 5.3. Deliver and manage a Cornwall and West Devon Mining WHS Gateway Centre where people can learn about Tavistock's place within the cultural mining landscape and be inspired to explore the heritage of the WHS sites, the town of Tavistock, and surrounding areas including Tamar Valley AONB and Dartmoor National Park.
- 5.4. Manage and maintain the heritage 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.
- 5.5. Provide a dedicated indoor space for learning activities, and make this facility available for use by the community outside of normal opening hours, such as for training courses, talks, workshops and evening activities, recognising this space will also be used on occasion by Tavistock Town Council.
- 5.6. Ensure the effective security of the site, buildings and collections at all times.
- 5.7. Ensure that all visitors are welcomed to the WHS Gateway Centre on arrival and are given the information and advice necessary to make their visit an enjoyable, informative and positive experience.
- 5.8. Ensure that our visitor facilities are managed and maintained effectively, and that the site is kept clean, tidy, presentable, safe and attractive to visitors at all times.
- 5.9. Recruit select and effectively induct committed and passionate staff and volunteers with the appropriate knowledge, skills and attitudes to deliver excellent and enjoyable visitor experiences, and to ensure our heritage assets are managed and cared for effectively
- 5.10. Ensure people know about the WHS Gateway Centre and its offer through effective marketing and promotion.
- 5.11. Increase the skills, knowledge and understanding of heritage management and conservation among the project partners' staff, volunteers, trustees, councillors and audiences/visitors.
- 5.12. Bring added value to management of the WHS Gateway Centre by optimising partnership working with a wide variety of interested parties.
- 5.13. Ensure the exhibition is kept fresh by running activities linked to notable dates, anniversaries etc. and by rotation of the SW Police Heritage Trust exhibits.

6. Action Plan and costs

- 6.1. Management and Maintenance of the WHS Gateway Centre is described in two documents attached.
- 6.2. An outline plan of how the WHS Gateway Centre will be operated and managed can be found in the draft Operating Plan at Appendix B of this document.
- 6.3. Please see Appendix C for a spreadsheet that shows the Management and Maintenance Action Plan for the whole Guildhall complex.

7. Review

This plan will be reviewed every year as part of the ongoing relationship between Tavistock Town Council and Tavistock Heritage Trust. Every five years a more strategic review will be undertaken by a suitably qualified professional and changes agreed by Tavistock Town Council and Tavistock Heritage Trust.

Copies of this plan will be held by Tavistock Heritage Trust and Tavistock Town Council.

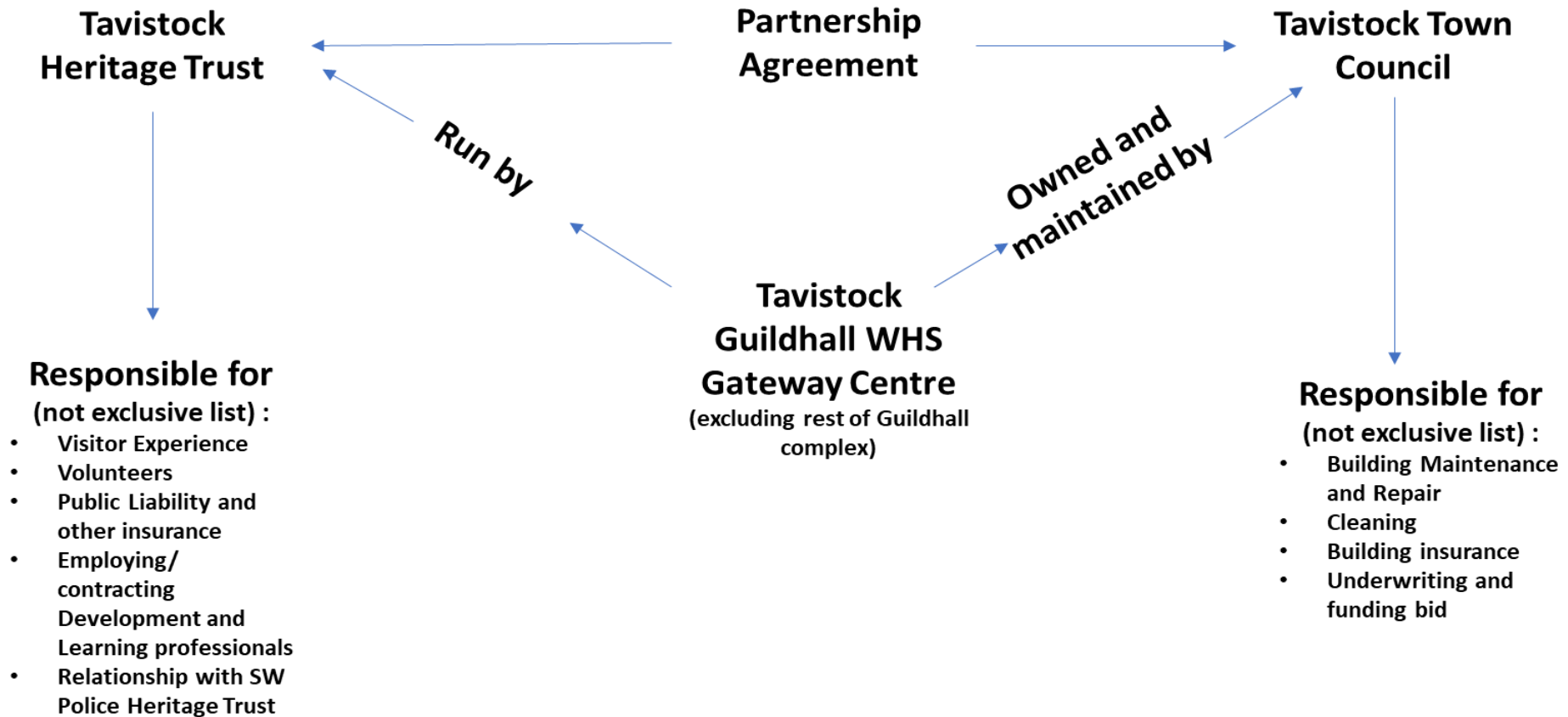
8. Bibliography

This plan has been developed alongside others forming the Round Two bid to Heritage Lottery Fund for the Tavistock Guildhall Gateway Project, and these should be referred to in conjunction with this plan. Once the Heritage Lottery Fund bid is decided, and if funding is awarded, then this Management and Maintenance Plan becomes a stand-alone document and it is recommended that the documents referred to be attached as appendices to this document. The documents include:

- 8.1. Tavistock Guildhall Gateway Project Business Plan
- 8.2. Tavistock Guildhall Gateway Project Activity and Learning Plan
- 8.3. Market assessment
- 8.4. HLF stage 2 interim capital report March 2017 and other information provided by Gillespie Yunnie architects
- 8.5. Tavistock Town Council Maintenance schedule and other relevant documents
- 8.6. Croft survey

Appendix A

Organisation of the Tavistock WHS Gateway Centre in Operational Phase 2020 onwards.



Appendix B

**Cornwall and West Devon Mining Landscape WHS Gateway Centre
Draft Operating Plan (2020 onwards)**

Contents

1. Introduction
2. Governance and Organisational Structure of Tavistock Heritage Trust, including staff and volunteers
3. Health and safety
4. Site and Buildings
5. Visitor Information and experience
6. Events
7. Communication and Marketing
8. Evaluation

DRAFT

1. Introduction

This plan is written to explain how the WHS Gateway Centre will operate once it is opened in Spring 2020. It is in early draft form, with limited detail, as it will be progressively worked up during the project delivery phase (2018 - 2020), so that a final agreed version will be in place by the opening of the WHS Gateway Centre in Spring 2020. The task of completing this Operating Plan is one of the key roles of the Development Officer during the Heritage Lottery Fund project delivery phase 2018-2020 (when the building is being refurbished and transformed to become the WHS Gateway Centre).

2. Governance and Organisational Structure of Tavistock Heritage Trust, including staff and volunteers

- 2.1. Tavistock Heritage Trust will be responsible for the day to day running of the WHS Gateway Centre, under the auspices of the Partnership Agreement with the building's owner, Tavistock Town Council, who will retain responsibility for repair and maintenance; this relationship can be seen in Appendix A of the Management and Maintenance Plan. The Trust is governed by a Board of Trustees, and it is planned to create sub groups, each headed by a Trustee, who will focus on ensuring the success and robustness of different aspects of the Trust's work. These are likely to include, but not be limited to the following:
 - 2.1.1. Finance & Governance group
 - 2.1.2. Fund Raising group
 - 2.1.3. Guildhall Management group
 - 2.1.4. VIP group
 - 2.1.5. Activities and Heritage events group
- 2.2. Reporting to the Board will be a Development Officer who 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. 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.
- 2.3. In addition, a Learning & Participation Coordinator will be appointed once the WHS Gateway Centre is open, reporting to the Development Officer. The aim is to run an ongoing formal and informal learning programme, 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.
- 2.4. One of the most important elements of the WHS Gateway Centre's success will be the Tavistock Heritage Trust volunteers who will support the running of the WHS Gateway Centre and VIP, as well as putting on events and other activities. They will be managed by the Development Officer and supported by the Trust board. 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. 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.

- 2.5. It is intended that by the opening of the WHS Gateway Centre policies in relation to staffing and volunteers will be in place and being adhered to with regard to:
 - 2.5.1. Volunteer policy, covering volunteer agreement to be signed by both parties, management, coordination, and expectations on the part of volunteers and the Tavistock Heritage Trust; training needs and delivery; support to volunteers and regular one to one reviews; development of a volunteer handbook.
 - 2.5.2. Employee/ consultant contract, terms of employment, guidelines, and HR policy
 - 2.5.3. Staffing levels, cover, volunteer rotas, first aid cover, role of Tavistock Heritage Trust Trustees as a point of contact in emergency, volunteer recruitment.
 - 2.5.4. Equal Opportunities policy
 - 2.5.5. Safeguarding (Adults and Children) policy and DBS checks for all staff and volunteers
 - 2.5.6. Lone worker/ buddy policy
 - 2.5.7. Emergency procedures
 - 2.5.8. Training policies for staff and volunteers in relation to Health and Safety, safeguarding, lone working, first aid; also, customer service, dealing with conflict, and the heritage and information contained in the WHS Gateway Centre.

3. Health and Safety

- 3.1. **Physical safety.** Tavistock Town Council as the building's owners have a Health and Safety Policy that will cover the WHS Gateway Centre. A Health and Safety Assessment of the building will be undertaken in the WHS Gateway Centre by Tavistock Town Council and appropriate measures put in place to ensure the physical safety of visitors, volunteers and staff. This will include, but not be limited to, trip hazards, safe flow of people through the building, emergency procedures. Tavistock Heritage Trust will comply with the recommendations of that Assessment, and will carry out their own Risk Assessment, including H&S in respect of activities within the building. New assessments will be undertaken on a regular basis, and staff and volunteers will be trained to spot breaches to H&S. First aid cover will be provided.
- 3.2. **Wider risk management.** Tavistock Heritage Trust currently has a risk register relating to its work over the next year. During the project delivery phase (2018-2020) a risk register will be developed relating to the operation of the WHS Gateway Centre. This is likely to include physical risks, financial risks, legal risks, and heritage risks.

4. Site and Buildings

- 4.1. **Site security and key holding.** The Guildhall complex will have shared use by Tavistock Town Council and Tavistock Heritage Trust, with part of the complex used by Tavistock Town Council as its offices and 'One stop shop' and the other half acting as the WHS Gateway Centre. Tavistock Heritage Trust and Tavistock Town Council will both be key holders and will share responsibility for opening and closing the building, including checking all windows and doors are secure, and turning on/off alarms. Ultimate responsibility for site security rests with Tavistock Town Council, but Tavistock Heritage Trust will use its best endeavours to ensure the security of the WHS Gateway Centre at all times it is using it. The buildings will have alarms, and CCTV in some areas e.g. the Courtroom. In case of

emergencies there is an on-call system run by the Tavistock Town Council works depot, telephone No. 07714222343. Phone manned at all times with staff no more than 30 minutes away for response times. The on-call operative has a list of key contacts and availability to transport and equipment.

- 4.2. **Opening Hours policy.** Tavistock Heritage Trust will open the WHS Gateway Centre having regard to the core times agreed with Tavistock Town Council in the Partnership Agreement, and subject to having sufficient volunteers available. Currently it is envisaged that opening will be 6 days a week from 11.00 to 4.00 p.m. (seasonal), but this may be subject to change in the period leading up to the Centre opening in 2020.
- 4.3. **Access statement.** A full access statement will be prepared, but the building renovation is being designed to ensure access is possible to the maximum amount of the building including the ground floor exhibitions and the courtroom.
- 4.4. **Site operations manual.** This will be prepared in consultation with Tavistock Town Council and Tavistock Heritage Trust.
- 4.5. **Business continuity plan.** This will be prepared in consultation with Tavistock Town Council and Tavistock Heritage Trust

5. Visitor information and experience

- 5.1. **Getting to the WHS Gateway Centre.** During the project delivery phase details will be agreed about how to guide people to the WHS Gateway Centre. The main car park in Tavistock has dedicated areas for cars and coaches, and buses from Plymouth, Okehampton, Cornwall and surrounding areas terminate at the bus station. A pretty riverside walk will then take visitors to the WHS Gateway Centre for those parking there. Appropriate signage will be required from various points in the town centre, the car park and bus station for pedestrians, and on main roads approaching the town for drivers. Coach drop off may alternatively be possible outside the Bedford Hotel opposite the WHS Gateway Centre. All details will be available on the Tavistock Heritage Trust website.
- 5.2. **What to expect.** Visitors to the WHS Gateway Centre should expect to be greeted on arrival and guided to an interactive exhibition where they can learn about the Cornwall and West Devon Mining landscape WHS; Dartmoor; Tavistock and its history, including the Abbey; and policing and justice in Tavistock. The tour will also take in the old cells, the courtroom and exhibits from the SW Police Heritage Trust. As well as learning about these areas, it is hoped that the visitor will be inspired to explore further, with lots more information about places to visit and stay being available, along with a small retail area, in the adjacent Visitor Information Point, which they will be guided to by volunteers. Admission to the WHS Gateway Centre will be free, although visitors will be encouraged to make a donation. Guided tours, private views and talks and lectures may also be on offer in the WHS Gateway Centre, often outside of core opening hours, and will be charged for.
- 5.3. **Events.** Outside of the core opening times, it is planned that events may be held in the WHS Gateway Centre courtroom and robing room. Details will be finalised during the project delivery phase. Opening and closing of the building for these events will be the responsibility of Tavistock Heritage Trust unless it is a Tavistock Town Council event. A hire agreement will be signed if a third party is putting on an event at the premises. Tavistock Heritage Trust will ensure that appropriate alcohol or entertainments licences are procured

if necessary. A good neighbour policy will also be developed if this is deemed appropriate once the WHS Gateway Centre is opened.

6. Communications and Marketing

- 6.1. **Website and social media** Tavistock Heritage Trust will ensure that comprehensive visitor information is easily found on social media and a website, either a dedicated site, or a distinct section on the Tavistock Heritage Trust and Tavistock Town Council sites. Information will be regularly updated and links provided to supplementary information about the heritage areas, other heritage visitor attractions and to partner organisations.
- 6.2. **PR, communications, publicity.** Tavistock Heritage Trust has employed the services of a PR professional and plans will be put in place to ensure capacity is there to provide responsive and appropriate PR and publicity.

7. Evaluation

- 7.1. 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.
- 7.2. Tavistock Heritage Trust will be required to produce annual accounts, which will summarise its performance and income and expenditure over the previous year.
- 7.3. Monitoring and evaluation of the WHS Gateway Centre's performance will be carried out through the regular partnership review meetings between the Town Council and Tavistock Heritage Trust.
- 7.4. Using the evaluation framework devised during the project delivery stage, audiences and other stakeholders will be routinely consulted to seek qualitative and quantitative feedback and to assess our performance, for example through annual visitor exit surveys. Regular visitor feedback will also be sought through visitors' books, event evaluation forms, website, social media, Trip Advisor etc.

Appendix C – please see separate Excel spreadsheet

Appendix D – Cleaning schedule (to follow)

Appendix E – Links to Croft report



Tavistock Police and Magistrates Court -



Tavistock Police Station & Magistrate

Appendix F – Drawings and reports (PLEASE REFER TO THE ARCHITECT'S HLF ROUND TWO REPORT FOR HARD COPIES OF THESE DOCUMENTS)



PL110 PL2 Tavi Lwr
Grd + Grd Proposed Flr



PL112 PL1 Tavi 1st
Proposed Plan.pdf



PL116 PL2 Tavi Roof
Proposed Plan.pdf



PL114 PL2 Tavi 2nd
Flr Proposed Plan.pdf



Access
Review_Tavistock Gu



EA_Flood_PreApp
Feedback_Planning



TAV-HYD-XX-XX-RP-
D-5001.pdf