

TAVISTOCK GUILDHALL GATEWAY CENTRE PROJECT

Evaluation Report 2022



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1 Summary

This is an independent evaluation report of the Tavistock Guildhall Gateway Centre Project; a £1.9 million project led by Tavistock Town Council (TTC), in a partnership with Tavistock Heritage Trust (THT) and supported by the National Lottery Heritage Fund (NLHF), with a Round 2 grant of £817,800 (supplemented by a DCMS “Kickstart” grant of £130,890), that has delivered a heritage centre in the heart of Tavistock.

The Grade II* listed ‘At Risk’ Tavistock Guildhall and Police Station has been transformed into a multi-purpose venue to act as a heritage gateway interpretation centre for the Cornwall and West Devon Mining Landscape World Heritage Site, introducing local visitors and tourists to the important impact that mining had on the development of the town, and to signpost them to other places to visit in the World Heritage Site area. The centre is also an events venue offering a varied programme of cultural and educational activities, together with space for council and public services.

This evaluation was undertaken over the delivery phase to assess the level of achievement of the project to deliver against its stated aims, approved purposes and funded outcomes. This report provides an overview of key outputs, and reviews what went well, not so well, and the key lessons learned as a result.

This project has been delivered within the context of exceptionally difficult circumstances, including the COVID-19 pandemic, although underfunding of the capital scheme presented a larger range of challenges. Considerable value engineering and additional funding, together with a determined project team, pushed this project to completion. The size of the problems was matched with the commitment,

skills, and resilience of team members, and over 2,000 days of volunteer time.

A 6-month project extension from NLHF until the end of 2021 recognised the major disruptions encountered. The most significant slippage of over a year has been the capital phase, which meant the centre has yet not opened at the time of writing. This evaluation does not include an assessment of the operational phase (post-opening) of the project.

Evaluation findings conclude that, despite the disruptions and delays, the project has succeeded in delivering nearly all of its approved purposes and core aims. The project was delivered within a revised uplifted budget, but not all intended outputs could be achieved.

The Activity Plan was curtailed by capital programme slippage and social distancing rules; some conservation skills development work and family days could not be delivered. It was successful in engaging the project’s target audiences in an exciting programme of learning activities and events. Some events moved online, and new activity was developed to connect with audiences in changing circumstances. Overall, good progress has been made to ensure more people of all ages, including those who do not usually participate in Tavistock’s heritage, have engaged in enjoyable ways that meet their needs and interests. The work with schools and young people is notable. The volunteer programme is well established, exceeding recruitment targets, and the volunteer effort in the Visitor Information Centre has been a huge achievement in engaging people in local heritage.

The legacy for this project is yet to be fully realised, but this report evidences the firm foundations delivered in this partnership project to return the Guildhall to its historic place at the heart of community life in Tavistock, and act as the Eastern Gateway Centre to the Cornwall and West Devon Mining Landscape World Heritage Site.

2 Introduction to this Evaluation

2.1 Purpose and scope of this evaluation

This evaluation report was commissioned by Tavistock Town Council (TTC). The submission of an end-of-project evaluation report prior to project completion is an obligatory part of the National Lottery Heritage Fund (NLHF) grant award.

The overall purpose of this report is to objectively assess the outputs of the Guildhall Gateway Centre Project and its level of success in achieving a range of funded outcomes as stated in the Activity Action Plan. This evaluation attempts to measure the difference the project has made for heritage, for people and for communities in accordance with the NLHF's *'Evaluation Good Practice Guidance'*¹.

This evaluation attempts to balance counting key output data with exploring the narrative of the project to understand drivers and barriers that underpinned achievement levels. As well as communicating impacts, this report aims to inform the funders, TTC staff and members, THT Trustees, staff and volunteers and other stakeholders about lessons learned from this project that could benefit future endeavours and projects.

An independent evaluation consultant, Melinda Humphrey, was commissioned at the beginning of the delivery phase. The brief was to help the Development Officer implement monitoring and data collection systems and undertake specific evaluation interventions to evidence

project impact, help the project team reflect on their achievements, and inform the project legacy.

2.2 Evaluation methodology

The evaluation was conceptualised using a logic model, which sets out the links between activities, expected outputs and outcomes for key elements of the project (see the project's logic model in Appendix 1). An evaluation framework was created, based on Activity and Business Plan objectives, to determine the specific observable evidence needed to indicate if outcomes have been achieved.

Data collection and analysis

Evidence has been gathered and reviewed to assess what happened, what worked, what didn't and what various stakeholders thought about the project's work. Over 250 responses to survey work and feedback requests have informed this evaluation. The mixed method approach to evaluation activities included the following research tools and techniques:

- A final review workshop with the Project Steering Group
- A final review workshop with core members of the Capital Delivery Team.
- 1 to 1 feedback sessions with selected core team members
- A document and asset review of key project documentation, including various TTC and THT internal reporting.
- Phone interviews or email exchanges with key stakeholders
- A THT volunteer survey, volunteer interviews for case studies
- Teacher feedback forms and student feedback
- Learning and Participation Freelancer reports
- Survey work with participants (face-to-face and online)

¹ Available at <https://www.heritagefund.org.uk/funding/good-practice-guidance/evaluation-guidance>

- End-of-project THT trustee questionnaires

A full schedule of data collection can be found in Appendix 2. The qualitative data from surveys, questionnaires and interviews was analysed using open thematic coding. The limited quantitative data available (due to programme changes as a result of COVID) is presented in charts and tables, with descriptive statistics where relevant.

2.2. Limitations of this evaluation

Evaluation design is a balance between reach, depth and evaluation resources. Both the project delivery and the evaluation have been impacted by programme slippage.

Impact of the COVID-19 pandemic

The global pandemic has had a negative impact on this project in relation to outputs and associated intended outcomes as they relate to programme, costs and ability to deliver activity. Specific to this evaluation, delays have meant the evaluation has been limited to the delivery phase and not the operational phase, which will only begin as the project closes. The level of activity that was not delivered, or was delivered differently, is addressed in the Activity Plan review.

Reporting deadline

This evaluation report was written at the end of November 2021 in order to meet the deadline in place for the December 2021 NLHF grant-expiry. This evaluation was conducted before the delayed soft opening (December 4, 2021) so it has not been possible to evaluate the visitor experience, including interpretation outcomes. These timescales have also negatively impacted on the ability of stakeholders to offer an informed opinion of the Guildhall Gateway Centre as they have not all seen the completed results.

2.2.2 supplementary evaluation post project

NLHF agreed for the evaluation of visitor views and associated outcomes to be conducted over Spring 2022. This has been added to the appendices in section 11.8. An earlier version of this report was submitted to NLHF in December 2021 as part of a submission of the formal project completion. Once this Spring (post-formal opening) evaluation has been undertaken the findings will be forward to NLHF.

3 What the Project Set Out to Achieve

3.1 Project background

The Guildhall Gateway Centre project to restore an iconic 'At Risk' Grade II* listed building complex (Guildhall and adjoining police station) and ensure its viable long-term use was a key step in the implementation of strategic plans for the Guildhall and for Tavistock's wider heritage. These plans were developed over the last decade through extensive public consultation by a broad-based partnership of public, private and voluntary sector organisations.

Tavistock is the eastern gateway and 'urban jewel' of the Cornwall and West Devon Mining Landscape World Heritage Site. At its heart is the Victorian Guildhall (built in 1848) which contains one of the earliest examples in the country of a purpose-built combined courtroom and police station. The Guildhall exemplifies how the Dukes of Bedford used their mineral wealth to create an outstanding example of a planned metal mining town with magnificent public buildings. The Guildhall is, therefore, a particularly fitting location for a Gateway Centre to introduce visitors to Tavistock's role in both the World Heritage Site (WHS) and the wider South West mining landscape, including Dartmoor.

The Guildhall Gateway Centre project fulfilled the clear and urgent need to undertake a major programme of repair and conservation to prevent the nationally significant yet empty and largely unused building from further deterioration and to save it for current and future generations.

² Tavistock WHS Key Centre Assessment undertaken in 2012 by the Cornwall and West Devon Mining WHS Partnership

³ WHS Key Centre Learning Strategy, undertaken in 2013 by Emmie Kell Consulting

Failure to act would have likely escalated costs and jeopardised the chance of returning this civic building to community use.

Corresponding with the agenda to restore the 'At Risk' building was the long-standing priority of the Cornwall and West Devon Mining WHS Partnership to develop a WHS Key Centre for Tavistock. Tavistock's facilities were found to not offer interpretation of a suitable scope or depth². There was a need to provide a central focus for guidance and signposting to enable tourists, visitors and locals to better connect with the nearby WHS places and other historic and natural attractions including Dartmoor National Park and the Tamar Valley AONB.³ The project was consequently designed to further develop Tavistock as a prime tourist destination.

TTC purchased the complex in 2014 from Devon Historic Building Trust, who had bought the building from the Devon and Cornwall Police Authority in 2010. In February 2015, TTC, supported by the newly emerging Tavistock Heritage (later to become Tavistock Heritage Trust⁴), made an application to the Heritage Lottery Fund for grant funding towards the restoration of the Guildhall complex (with an estimated total value of £1.3m). The project to return the Guildhall to its historic place at the heart of community and civic life in Tavistock had backing from a broad cross section of the community. It also built on existing HLF investment in the town through a concurrent Townscape Heritage Initiative project. After successfully navigating both application rounds, the project received 'Permission to Start' from the HLF in September 2018, and construction work began in late summer of 2019.

⁴ The catalyst which led to the formation of the Tavistock Heritage Trust in 2017 was the need for a community trust as the delivery partner for the Guildhall Gateway Project and for the organisation of heritage activity in the Tavistock area, operating on an eco-museum principle.

3.2 Project aims approved purposes and intended outcomes

.2. Main aims

The stated aims of the project were to:

- conserve and repair the 'At Risk' Grade II* Guildhall, which is of global significance as an attribute of the Tavistock WHS Area's Outstanding Universal Value and of national significance as one of the earliest purpose-built combined courtroom/police stations in England.
- provide physical and intellectual access to the whole of the Guildhall complex, including for people with disabilities.
- deliver a WHS Gateway Centre where people can learn about Tavistock's place within the cultural mining landscape and be inspired to explore the town, Tamar Valley AONB and Dartmoor National Park.
- tell the important story of local policing and justice that took place in the Guildhall, using the original Victorian cells and courtroom for visitors to explore the changing nature of justice and law and order, from mining boom town to rural community, through the personal stories of those who were involved.
- plan and deliver an exciting programme of learning activities, events and interpretation which enables more people of all ages and social backgrounds to engage with Tavistock's heritage, including those who do not usually participate in heritage or are at risk of exclusion e.g., young people.
- increase opportunities for volunteering across a range of roles (e.g., heritage/tourism information, guided walks, events and learning) within a well-planned and supported volunteer management framework.
- invest in a formal learning programme which utilises the potential of Tavistock's World Heritage and the Guildhall for innovative experiential learning for local primary and secondary school students.
- deliver a visitor information service, run mainly by volunteers and supported by local businesses, which raises awareness and understanding of Tavistock and West Devon as a tourism destination and welcomes and assists visitors on their arrival.
- deliver a one-stop-shop for council and other public services in the Guildhall.
- stimulate creative and dynamic strategic and operational partnerships between THT, TTC and South West Police Heritage Trust and foster effective collaborations with other organisations such as the Tamar Valley AONB and Dartmoor National Park along eco-museum principles.
- increase the skills, knowledge and understanding of heritage management and conservation among the project partners' staff, volunteers, trustees, councillors, and audiences/visitors.

.2.2 The Project’s ‘Approved Purposes’

The NLHF grant money was to deliver outcomes for heritage, people and the community through the following ‘Approved Purposes’ which were monitored by NLHF throughout the project.

Renovation works: Repairs to chimneys, parapets and gutters, replace roofing slates coverings on police station, repair courtroom slate roof coverings, flat roof works on existing extensions, masonry repairs, window repairs

Refurbishment work: conversion of police station internally for public welcome area and THT volunteer space, works to courtroom for combined use as heritage interpretation, learning space and council chambers, works to lower ground cells for interpretation and displays

New construction work: extension at rear for provision of disabled access lift and toilet facilities to courtroom

Recruit post of Tavistock Heritage Development Officer to manage the delivery of the Guildhall Gateway Project Activity Plan, with support from a Learning and Participation consultant

Provide interpretative themes including:

- 1) Gateway to the WHS and Dartmoor mining landscape
- 2) Development of Tavistock - architecture and buildings
- 3) Policing and justice - personal stories and daily lives of the police and prisoners

Opportunities for formal and informal learning including volunteering opportunities; skills development; a visitor information service; guided tours; a training programme for staff and volunteers; an art competition;

family activity days; talks and lectures; an oral history project; work experience opportunities; apprenticeships and digital, written, auditory; person-to-person and participatory interpretation

Preservation of the courtroom in its original condition including an area designated as a Police and Magistrates' museum with displays and interpretation

Creation of a new 'one-stop-shop' for Council services, based within the Guildhall and managed by Tavistock Town Council

3.3 ntended outcomes

Through delivering the above aims and approved purposes, the project was designed to deliver specific NLHF funded outcomes across heritage, people and community, as outlined in the below table. A summary of achievement against key outcomes can be seen in section 10.1.

Outcomes for Heritage	Outcomes for People	Outcomes for Community
Heritage is better managed	People will have developed skills	More and a wider range of people will have engaged with heritage
Heritage is in a better condition	People will have changed their attitude and / or behaviour	Local areas will be a better place to live / work or visit
Heritage is better interpreted and explained	People will have learnt about heritage	Environmental impacts will be reduced
Heritage is identified and recorded	People will have had an enjoyable time	The local economy will be boosted
	People will have volunteered their time	

4 Project Governance and Management

4.1 Project steering group

The project was owned by a project steering group. The steering group's role was to provide strategic oversight of the project and make decisions on the overall management, organisation and operation of the project. The group held the project delivery team to account in respect of the delivery of the capital and activity workstreams, aiming to deliver them on time and to TTC and THT's criteria. Steering Group representatives reported upwards to members of TTC and to THT's Board of Trustees. Project Steering Group membership comprised the following:

Carl Hearn –Town Clerk TTC, Project Leader & Chair

Wayne Southall – General Manager TTC, Deputy Project Leader

Dr Geri Parlby – Chair of THT

Sandra Jones – Deputy Chair of THT (from January 2020)

Cllr Harry Smith – TTC Member representative

Carrie Blogg – Tavistock Guildhall WHS Gateway Centre Project Manager

The project steering group started off meeting quarterly during the project's delivery stage, but as the project evolved, and once the main build works had started on site, it took over much of the remit of the project delivery team. It then met monthly or as required during the remainder of the project's delivery stage, meeting online via Zoom when required throughout the pandemic restrictions. These were chaired by the project leader and reports from the various workstreams were considered. Lines of reporting can be seen in the delivery phase structure chart on page 10.

4.2 Delivery phase project team

4.2.1 Client team

- Carl Hearn, Town Clerk, TTC – Project Leader, ultimately responsible for the successful delivery on time and on budget of the Guildhall Gateway Project.
- Wayne Southall, General Manager, TTC – Deputy Project Leader, client lead for both the main build and exhibition design/interpretation workstreams.
- Councillor Harry Smith, TTC – TTC Member representative, nominated to this role and agreed by Council. Cllr Harry Smith also fulfilled this role during HLF R1 & R2.
- Geri Parlby, Chair of THT – responsible at a strategic and, at times, operational level for the Trust's role in the Guildhall project and for delivery of the project's activities. Previous Chairs who have held the role over the course the project include Ian Penrose, Andrew Main, John Taylor (Sue Spackman was Acting Chair of the early shadow board during Round 1).
- Jan Horrell, Development Officer – until November 2019
- Richard Rundell, Centre Manager – appointed in October 2020

4.2.2 Consultant team

Following a competitive tendering exercise, the following professionals were appointed:

- Carrie Blogg, Heritage Business Consulting – Project Manager
- Gillespie Yunnice Architects – Lead Design Team Consultant and Contract Administrator
- Hydrock Consulting – Civil and Structural Engineer

- Method Consulting – Mechanical & Electrical Engineer
- RM Builders and Contractors LTD – Main Build Contractor
- Trevor Humphreys Associates – Quantity Surveyor
- Gamble Fearon Partners – Interpretation and exhibition design and fit-out
- Lizzie Mee – Freelance Learning and Participation Coordinator
- Melinda Humphrey – Evaluation Consultant

.2. Project work and management

Four workstream delivery teams met during the project as or when necessary, as follows:

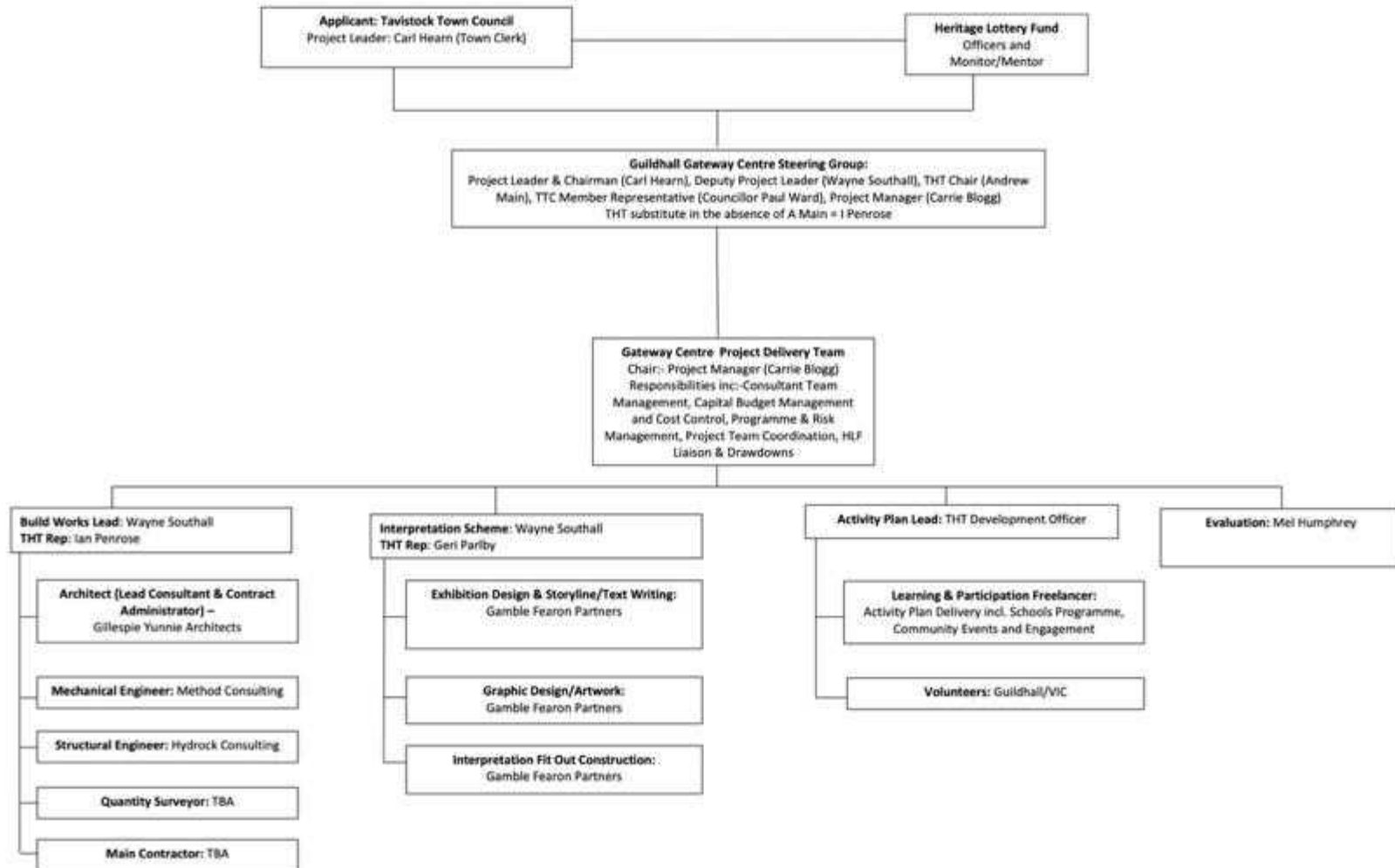
- 1) **Project Delivery Team** – This meeting comprised the capital and activity workstream delivery leads, other consultant team representatives, representatives of TTC and of THT. The meeting was chaired by the Project Manager. The purpose of this meeting was to coordinate work and decisions on all aspects of the project’s delivery to ensure that it fulfilled its strategic objectives and delivered agreed project outcomes. This group also reviewed, coordinated and managed the interdependencies of the various workstreams, particularly in respect of tasks, costs and programming. This meeting was disbanded once the main build contract had commenced on site and most of the activity plan had been delivered, when the remaining remit of the group became managed through monthly Steering Group meetings.
- 2) **2a Main Build Design Team Meetings** – There were regular meetings during the pre-tender, tendering and contract award phase of the capital works to agree detailed designs, programme, costs, value engineering and appointment of the main build contractor. These were led either by the Design Team lead or

Deputy Project Leader as required, with other project team representation being determined by the agenda of the particular meeting.

2b Main Build Contract Meetings – There were monthly meetings during the main build contract to review progress of the contract and to monitor programme, risks and costs. The project team was represented by the Deputy Project Leader, Project Leader, Project Manager, THT chair, TTC Member representative, Architect/Contract Administrator and QS.

- 3) **Activity Plan Delivery Meetings** – These meetings were to plan, review and make decisions on the day-to-day running of the Activity Action Plan, and to monitor programme, risks and costs, to ensure that outputs and outcomes were delivered in accordance with the HLF Round 2 application. The project team was represented by the Project Manager, THT Development Officer, THT Deputy Chair (events) and Learning & Participation Officer. After March 2020, with the school programme nearly completed, this remit of this workstream was incorporated into Steering Group meetings.
- 4) **Interpretation Delivery Meetings** – These started off as storyline development meetings involving the interpretation consultants, THT Trustee representatives, THT Development Officer, the Learning and Participation Freelancer and Project Manager. Once the overall storylines and designs had been agreed, a smaller group comprising the interpretation consultant lead, THT Chair and Project Manager met regularly throughout the remainder of the project to finalise the text and detailed design.

**Tavistock Guildhall Gateway Centre
Project Governance Structure Delivery Phase**



5 Capital Scheme Review

5.1 Capital scheme outputs what was delivered

At the beginning of this project, Historic England's Heritage at Risk Register for the Tavistock Guildhall and Police Station was at category b: immediate risk of further rapid deterioration or loss of fabric. The listing noted that "the roof is in very poor condition and the fabric in general urgently needs attention"⁵. Of note were the parapet gutters, which were in a poor state of repair, causing water ingress. There was a clear and urgent need to undertake this capital scheme, which has now successfully completed a major programme of repair and conservation to prevent further deterioration and to bring this nationally significant building back into public use.

Summary of renovation and restoration work

RM Builders Ltd were appointed as the main build contractor in the sum of £1,458,695 (£1,396,566 plus a contingency of £62,129). Work started onsite in September 2019 with an estimated 37-week contract. The following work was delivered:

- Initial asbestos removal and soft strip including fitting and services.
- Renovation of external fabric - replacing slate roof coverings on the police station and flat roof coverings on existing extensions, repairing the courtroom slate roof coverings, parapet gutter renewal, external pointing and stone repairs, chimney renovation and window and external joinery renovation.

- Refurbishment and conversion of the buildings internally with relatively minimal fabric loss, for combined use by TTC as offices and as a heritage visitor centre and learning space. A new visitor route has been formed by creating two new internal openings from the reception area.
- Works to lower ground cells for interpretation.
- Upgraded building services throughout and provision of 2 internal lifts for access to upper floors and to provide visitor accessibility.
- Associated external works to the building frontage.
- The contractor's preliminaries e.g., site management, insurances and temporary works including a temporary roof cover over the police station whilst roof coverings were replaced.
- The Visitor information Centre and shop fit out was delivered by Cr8, a heritage visitor attraction retail design and fit-out specialist.

The work has been light touch and conservation-driven, aiming to maximise the enjoyment of the building's intrinsic character whilst minimising interruption to the historic fabric. A key desired outcome will be the expected removal from Historic England's Heritage at Risk Register.

Extensive programme slippage

The programme suffered extensive delays, including a 2-month suspension during the first national COVID-19 lockdown. By the end of 2020 there was already more than 6-months' slippage from the original programme. Further slippage related to a mix of factors (see section 5.3) continued to impact on the main build works programme. Practical completion was reached in August 2021.

⁵ <https://historicengland.org.uk/advice/heritage-at-risk/search-register/list-entry/50273>

Outstanding items completed in maintenance period

A programme of agreed outstanding items were completed post practical completion within the maintenance period, to enable TTC and THT staff to take up partial occupancy in preparation for opening. These outstanding items included bronze door linings, internal glass doors, the completion of ICT connections and a new water main. Some of these were only completed a few weeks prior to opening. The internal glass doors were still to be installed at the time of writing.

Additional works

Additional works outside of the main build contract (also outside the NLHF funded project) were delivered in the final months before project closure. These included installation of £35k of audio-visual equipment, upgraded data and telephone infrastructure, and courtroom woodwork and upholstery. Some of this work, such as audio-visual fit-out, was stripped out of the main build contract as part of the value engineering decisions.

What was not delivered

Due to underfunding in relation to the price of tender returns and subsequent value engineering, the following elements were removed from the scheme by the Steering Group in consultation with NLHF:

- A rear lift extension opening into the top level of the courtroom, to also enable an accessible toilet facility (both the lift and accessible toilet were delivered internally),
- a new external rear access with a short rise lift into the premises,
- historic fabric work to the rear of the building.

. .2 'efore' photographs



The front of Tavistock Guildhall



The exterior walls were mostly local Hurdwick stone, which is very porous and had decayed in places. Pointing has been poorly maintained using cement in places, which increased moisture ingress through capillary action.



The 2 rooms seen here at the rear of the Magistrates Court were removed during the build works to make a learning space platform. This also greatly increased the light into the space.



Water can be seen coming through the ceiling. Damp penetration entered either through junctions of the roofs, through the parapet walls and through the deterioration of the stonework forming the external walls.



Gloss paint in the cells was trapping moisture. A general lack of repair and maintenance to the property had taken its toll.

... 'uring' photographs



Excavations underway and doorways being blocked up



A temporary roof was constructed. The ridge slates and tiles to the roof to the police station were set aside for reuse. Ceiling timbers were replaced, secret gutters were formed.



A second layer of roof insulation was installed.



Openings had to be widened with steelwork to enable a workable visitor route and larger spaces for the new use.



Services being installed, and a new opening through very thick walls near the entrance to make the building more legible and accessible



The new gas supply trench. Connecting to gas by Wales and West was a significant and frustrating delay of 7 months which created mould issues during decoration



Joints were cleaned and repointed following discussion with the Architect and Conservation Officer after a lime mortar sample had been confirmed.



The DOFF cleaning system was effective at removing decades worth of biological matter, dirt and grime without causing harm to the building.



Window repairs underway, burnt off and prepared, putties redone. Replacement timbers came from joiners when required, as the building has a mix of timber framed double-hung sash windows and single glazed metal framed windows.



The medieval fireplace discovery where a new door opening was planned was both extraordinary and expensive! Archaeologists and Conservation Officer contributed to the strategy to retain this, necessitating the doorway relocation.



The original roof slates were retained, keeping the patina (not on Magistrates Court). RM Builders helpfully had a small supply of slates to help replace any that were broken. New roof lights were also installed.



Scaffolding and access platform inside the courtroom to enable all new plastering to the walls. The joinery is protected beneath.

. . . 'After' photographs



Left: The completed Guildhall with public realm works outside also completed.



Right: Some of the worst areas of pointing were redone with lime mortar. Funding did not extend to complete repointing.



Photography: Hannah Govan



Photography: Hannah Govan

Left: The newly plastered courtroom.

Right: In the back corner is the new lift that comes up from the cells and gives access to the platform at the back of the courtroom. This area is also a learning space with storage that includes a small, concealed kitchenette.



Photography: Hannah Govan

The VIC now has a much larger and enhanced retail space.



New low-level lighting near the cells helps to create atmosphere and show the stone's texture.



Photography: Hannah Govan

The new welcoming entrance area



Photography: Hannah Govan

The robing room is now a pleasant community space for meetings.



Historic fabric has been retained and featured such as these beams. Minimalistic exhibition lighting has also been installed.

5.2 What worked well and why

A local committed contractor

A key driver in the success of the scheme during a challenging pandemic context was the commitment, hard-work and adaptability of the main build contractors RM Builders. The renovation and restoration works were skilfully handled. The foreman and his team went to great lengths to be accommodating to complete the job under very trying circumstances, including site management throughout COVID-19 lockdowns and social distancing. The attitude of the RM Builders team towards the project and their pride in the town was considered impressive by the project team, with RM Builders viewing the Guildhall as a flagship project in their own hometown.

“Both partners and NLHF have been very fortunate to have a principal contractor who has taken such a flexible and pragmatic approach since inception when we had to find , savings at the point of contract letting, with monthly variations revisions to keep the contract within budget and therefore deliverable.” – Wayne outhall TT eneral Manager Project uild Works ead

Fortuitous to have one principal contractor for two main capital projects

There were efficiencies and benefits gained by RM Builders winning the associated public realm contract in Guildhall Square (separately funded by the NLHF Townscape Heritage Initiative). It was felt that had a different contractor won the tender, it would have been more complex, given all the complications of logistics and delays throughout the pandemic.

A collaborative committed and stable delivery team

The core team were embedded in the project and contributed a huge effort during very difficult circumstances, with a can-do attitude,

flexibility and dedication. Most people have invested far more time than they have been paid for. There has been a stable client project management team with the same membership throughout the development and delivery phase. The quality of the relationship between TTC’s General Manager (Build Works Lead), the main contractor and architect has sustained the project through exceptionally challenging times and enabled the ability to find solutions and innovate when dealing with the unexpected. A huge amount of THT volunteer time has also ensured the project has been a success.

Success at securing further funding

When additional costs were identified, TTC was willing to make available a substantial additional contribution of £190,090 to ensure the capital programme could still be delivered. THT also worked hard to secure grants towards the project from the Garfield Weston Foundation, The Hobson Charity, Devon County Council and West Devon Borough Council. This has meant that the AV fit-out could still be undertaken and the VIC fully fitted out. NLHF facilitated the vital Capital Kickstart Fund grant uplift of £130,890 from the DCMS Culture Recovery Fund for Heritage as part of the Here For Culture campaign to fund the impacts of COVID on the project’s delivery. A related strength of the scheme was NLHF’s flexible approach to review, comment on and adopt changes that were necessitated by changing circumstances.

Effective savings

The value engineering (VE) was a largely well-run and expedient process, considering around £450k of savings had to be found post tender. The design had already been through a substantial pre-tender VE process. Finding substantial savings was difficult and impacted on everyone in the capital delivery team, but the team had a can-do attitude. The second VE was a very challenging yet relatively positive process, although a high level of aesthetic finish could not be consistently applied; bronze door liners were kept yet toilets had to be rough painted, and some finishes

were cut out completely. Importantly, the capital team felt that the elements removed or altered by VE should not have a noticeable impact on the visitor experience. The collaborative relationship between client, the design team, QS and contractor helped contain the overspend of the project by seeking continued smaller savings throughout the duration of the build works.

A neater solution and a future opportunity

The external lift was considered by some as an attractive piece of design work offering enticing views on entering Tavistock; its removal because of value engineering was consequently a disappointment to some. Despite this, by bringing the lift inside the building to save money, a neat solution has been delivered, which is sympathetic with the building but also leaves an interesting future opportunity in this space. As no lift or toilet were delivered in this outside area and there were minimal modifications, it lends itself to a future discrete independent project in this courtyard area.

An admirable project delivered in partnership

It was very fortunate that the project was bravely taken on by a town council and a community group where profit was not a consideration, as during COVID-19 a profit-driven initiative may have given up entirely.

“These types of projects are widely considered money pits, where costs go up and grants don’t go up and they are not commercially viable from the start. Millions could be spent on the building and still not deal with all the inherent issues with the stonework and the roofs.” – ackie illespie illespie unnie Architects

5.3 What didn't work well and why

Insufficient funding leading to substantial value engineering

It was a known high-risk that capital costs were likely to exceed the budget, but due to the programme timetable, the design process was being worked up right up to the point of submitting for tender. The whole journey was compressed together with the specifications and BQs (bills of quantities) being done at the same time, leaving no time for the client to review and re-evaluate the scheme in light of the pre-tender estimate. The full scope of works was above the available budget which led to the extensive VE exercise to find £450k of savings at point of tender, and the reduction in scope of works. Contributing to this funding gap were pricing difficulties. The QS found it very difficult to get M&E prices. The regional market for heritage projects of this nature is also very difficult, with only a handful of medium-size contactors willing to take on the risk, and in doing so they price this risk in.

A project dominated by value engineering

While COVID-19 had a significant impact, it was not considered the main challenge of the contract. As a result of daunting funding issues and delays, the whole journey has been disproportionately dominated by weekly discussions of reviewing costs (sometimes daily!). This was an ongoing process of continually trying to omit some things in order to achieve others for the best outcomes for all.

Inadequate contingency

The capital scheme struggled with insufficient contingency. 10% is the minimum that should be allowed for when dealing with these types of buildings where there are so many unknowns. In this case, the risk (and therefore contingency requirement) was increased due to the time lost early on in the project, which resulted in insufficient time to thoroughly cost-check before going out to tender and the resulting large numbers of

provisional sums in the BQs, and inflationary increases. The capital programme slipped further once on site, due partly to the direct and indirect impacts of COVID-19, Brexit, as well as unplanned for issues that emerged once on site, such as the discovery of a medieval fireplace and the gas mains issue. This resulted in additional capital and professional fee costs.

Significant programme delays

The original capital programme of 37 weeks was extremely optimistic. Longer than expected preparations for the 'Permission to Start' from NLHF meant the capital works started on site 2 months later than the programme and were based on a much-condensed programme. Both these factors also resulted in cost pressures down the line. The impact of COVID-19 on the completion date was considerable but there were slippages even before March 2020; these continued once COVID restrictions were lifted in July 2021.

Delays caused by COVID-19

The global pandemic and national lockdowns had a significant impact on a wide range of activities from site visits, meetings, site working methods and supply chain issues. Early in the pandemic, RM Builders struggled to procure materials and builders merchants closed in the first national lockdown. In discussion with TTC, the decision was taken by RM Builders to close the site for 8 weeks, with an eventual phased return to site. Social distancing in the workplace, subcontractors on furlough and lead time extensions from suppliers meant further slippage and delays to the critical path.

Delays related to Brexit

Brexit impacts near project-end also impacted on lead times for getting items imported from abroad e.g., cement was rationed with a 3 to 4 week lead period. Office lights with a 6-week delivery period normally were anticipated at 16 weeks.

Delays and disruptions from findings on site

The discovery of the medieval fireplace in the Robing Room necessitated programme adjustments, and the listed building consent for the project was made more complicated with all the changes. The unforeseen additional need to do more substantial re-plastering in the courtroom impacted on the programme as well as on cost-pressures.

Delays and frustrations with utilities

When Wales and West (utility company) came on site as scheduled to extend the incoming gas service, they decided the condition of the main was not suitable despite having completed a previous site inspection. The result was no gas connection over winter which exacerbated the damp issues as the building could not be dried out as quickly, despite the use of electric heaters brought in to assist. The damp levels in the porous stone walls over a very wet winter meant that decorations were delayed while others failed and had to be redone. Waiting for connection to gas caused months of slippage, including a knock-on effect on the interpretation installation. Water upgrades by South West Water also caused delays. The project completed pipework on site by August 2020, yet South West Water had to complete pipe upgrades from the roadside, requiring a Historic England assessment which did not move forward for 7 months.

Considerations with M&E and structural engineers

It was difficult to get M&E contractors to price for this project as there is not a queue of contractors in the region who are interested in taking on these complex heritage projects. A more conceptual specification from the M&E contractors left uncertainty post tender analysis and during the main contract negotiations. Poor response time for information from the structural engineer was a frustration and contributed to cost control challenges.

Loss of key personnel

The loss of Ian Farnfield as project architect lead with a year still remaining on the main build had the impact of an unintentional disconnect with Gillespie Yunnie Architects. Ian had developed an immensely detailed level of knowledge of the capital scheme which could not be replaced quickly.

6 Interpretation Scheme Review

The interpretation scheme for the Guildhall Gateway Centre was developed and delivered by Gamble Fearon Partners. Gamble Fearon Partners developed a comprehensive interpretation design plan for the NLHF Round 1 submission. They were successfully appointed to then undertake the NLHF Round 2 Interpretation Design Scheme, and then again to deliver the detailed technical design of the scheme and to undertake its construction and delivery on site.

The original Round 2 agreed budget for interpretation (including professional fees) was £59,990. The final interpretation scheme has been delivered to the revised uplifted budget of £79,960 (including professional fees). The uplift came from the DCMS Capital Kickstart grant which funded additional interpretation installations to improve the visitor experience.

Core interpretive themes

The overarching theme of the interpretation tells the story of Tavistock as an urban jewel of the Cornwall and West Devon Mining Landscape World Heritage Site through the following 3 themes:

- 1: Gateway to the WHS and Dartmoor mining landscapes
- 2: Architecture and buildings
- 3: Policing and justice

Project records indicate that these themes, as well as second tier interpretive themes, related topics and activities, were developed

through extensive consultation during the HLF Round 1 and further refined in Round 2.⁶

Final output

The completed interpretation is a permanent indoor exhibition of primarily graphic-led displays across 8 rooms, 2 police cells and the courtroom, including:

- expansive interpretive graphics
- some limited physical interactions aimed at children and some digital interactions in the form of audio and video content
- limited objects showcased in designer-built cases

See images on following page.

A key additional interpretive technique for the scheme is the volunteer stewards. The intention is they will not only orient visitors but provide person-to-person interpretation to enhance the visitor experience (see section 7.2.2 Guildhall Volunteer Stewards).

Delivery process

The delivery of detailed scheme design & storyline development has been a lengthy process from January 2019 until May 2021, with numerous iterations and changes.

On review of the draft text issued in early 2019, the Steering Group requested a greater focus on more historical and human-interest stories. An interpretation workstream group was set up to develop the detailed designs and storylines/text for the interpretation.

⁶ Activity Plan section 6 and Appendix 1.

Later that year, further detailed design work was required on the Police and Justice section due to it no longer being themed around objects from the SW Police Heritage Trust (as it transpired that very few suitable/appropriate objects were held by the Police Trust). Numerous design changes had to also keep pace with the changes to the building's layout following the ongoing capital VE exercises.

By late 2020, and following advice from the NLHF mentor, the interpretation text was still not considered fit-for-purpose. Further consultation work with audiences and stakeholders took place in January 2021, followed by extensive reworking of the text and some panel layout changes. The delays with the master programme enabled more THT-led historical research to be incorporated into the scheme.

After numerous revisions and considerable input into the text from THT trustees, volunteer researchers and the Project Manager, the interpretation panels were signed-off by the Steering Group, NLHF and WHS by May 2021. Installation began in July 2021. Installation was done over 2 phases to work around the ongoing delayed capital scheme. Completion of the interpretation fit out, including final snagging, was completed on 1 December 2021.



Photography: Hannah Govan



Photography: Hannah Govan

'A Dark History of Arsenic' includes a section on William Morris and explains how arsenic was once used as a fabric dye, with some gruesome consequences.



Photography: Hannah Govan



Photography: Hannah Govan

Top: 'Delve Deeper' includes a display case of minerals and a video, as well as introducing the life of a miner.

Bottom: 'Casting for Industry' includes a brass rubbing activity for children.



Photography: Hannah Govan

Top: Interpretation panel and character paddles in the courtroom.
Bottom: Atmospheric interpretation in the cells.

6.1 What worked well and why

People's commitment to 'getting it right'

While the process to deliver the interpretation has not been considered best-practice, in having considerable client input into the text (from THT, Project Manager as well as supportive criticism from the NLHF mentor), has meant that the final output is considered by the team to be far superior to what was presented as early drafts.

As a result of this additional input there is now:

- much more social history incorporated into the scheme with people's stories, and also into the audio installations
- an expanded section on William Morris in relation to arsenic
- a more clarified storyline (not themes, which were set)
- more elements relevant to today's society, including stories incorporating diverse communities
- A more hands-on experience in the cells

"It's been an extremely prolonged process but almost everything that has been done has made it better" – Colin Fearon
Evaluation Designer | James Fearon Partners

Value for money of interpretation fit-out

Despite the many challenges with the interpretation scheme, and the additional input needed to secure a fit-for-purpose result, what has been delivered in terms of the physical interpretation within the space has been considered by the Project Team as good value for money.

Additional interpretive elements were incorporated

Mineral specimens have been loaned to THT by Tavistock Subscription Library. 12 specimens have been put on display in a cabinet within the 'Earth's Treasures Delve Deeper' section.

NLHF agreed to re-purpose some funds from within the Townscape Heritage Initiative project budget for interpretation towards an iconic object in the Guildhall reception. Local artist Andy Cairns was commissioned to create an 'assemblage' for the entrance. It has been built from recycled materials that relate to copper mining, in a form inspired by a mine entrance. Embedded in this structure are tools used in early extraction, such as spades and pickaxes to create an engaging viewing experience.

Consulting on the detailed interpretation scheme

The consultation exercise with audiences and stakeholders undertaken with the support of the evaluation consultant was considered to be a useful activity that helped to inform improvements, although this was commissioned later and was less extensive than ideal. Consultation helped to gain a deeper understanding of how core visitor groups engaged with the interpretation and identified intellectual barriers such as areas of confusion or frustration for different audience types.

A note on interpretation outcomes

Robust evaluation of the visitor views on the interpretation scheme and associated learning outcomes are scheduled to take place in Spring 2022. Limited emerging views from some pre-opening activity that occurred within the interpretation snagging phase (whilst additional capital works were also being undertaken) are available in Appendix 3.

6.2 What didn't work well and why

Unclear expectations around interpretation consultant roles

The interpretation consultant's approach to the delivery of the contract was not what was outlined in the tender brief, or what the client was expecting. The brief stated that the detailed development of the interpretation, in respect of storyline development, text-writing, scripting, editing and proofing, was to be undertaken by the consultant; in reality much of this was led, provided and undertaken by others, notably by THT volunteers and the Project Manager.

As the contract progressed, the client team did not have a clear understanding of the precise roles and number of days they were receiving from each member of the Gamble Fearon team. Expectations could also have been clearer in the contract stage regarding the curatorial input and process. Over time, there was drift in relation to roles and responsibilities to deliver this scheme. The emphasis on collaborative working also contributed to a blurring of roles.

Unanticipated and significant in-house effort to develop interpretation

Only with a huge amount of input from THT's Chair, THT volunteer researchers and the Project Manager has this workstream been delivered. It is fortunate that the individuals concerned had the knowledge and experience to take on what was effectively a curatorial lead role.

"THT Trustees working with Carrie, ended up having to correct as well as re write a large proportion of the text. We also had to provide ideas for a considerable redesign of the interpretation content, this included sourcing actors for voice overs, illustrators, researching and writing new material for the text and purchasing new artefacts" – THT Trustee

"Carrie went through the whole lot, checking spelling and syntax, etc. Carrie became the intermediary. It wasn't her job at all but she took the lead because she wanted it to be right. We would always expect the client to have the final say on the text." – Colin Fearon Exhibition Designer Gamble Fearon Partners

Too long a time to develop text consistently

The interpretation consultants experienced changing client views over the project. THT had a different membership from Round 1 to Round 2, and new individuals involved in the interpretation workstream resulted in the interpretation consultants needing to cater to new views and areas of emphasis.

Complexities of an older building

The shape and layout of the Guildhall made interpretation design a complex process. The old cells and the courtroom are rich spaces to interpret, but the remainder of the building doesn't lend itself well to exhibition displays. Rooms are small and the visitor flow is not necessarily linear with different route options, which can all impact on the flow of the storyline. Many walls were not straight, requiring panels to be built out from walls to protect historic fabric.

Challenge of numerous themes

There were a lot of sub themes that needed to be covered within the interpretation, which was made more complex given the layout issues and small spaces. While all the themes were linked by the building, it was a challenging task to present these simply.

"It's a difficult task to get people to understand all the separate rooms on different topics are linked. It's not an easy subject for people to grasp." – Colin Fearon Exhibition Designer Gamble Fearon Partners

Multiple design changes

The interpretation designer had to keep altering designs to accommodate building layout changes as the building work progressed e.g., positions of walls and sockets changed.

“I was designing on the hoof as every time I visited site there were new changes that I had to accommodate, from a medieval fireplace discovery to obscured views and altered door openings.”

– Colin Fearon Exhibition Designer | am le Fearon Partners

Installation overlapped with the build work

The 4-month interpretation fit-out phase was complex because of the nature of the building. It was delivered in 2 phases to accommodate the builders who were still on site. The framework was completed first, then a few months later the panels were installed. During this time room access was difficult as builders were still on site.

Fit-out snagging issues

From the client side more work was needed than had been anticipated to finalise agreement on the interpretation fit-out. Finish and rectifications were being finalised in the week of opening.

7 Activity Plan Review

7.1 Main outputs summary of performance against Activity Plan targets

The following table shows the project performance against the original targets that were set in the project's 2017 Activity Plan. The pandemic, subsequent delays with the capital phase and social restrictions have negatively impacted on achieving some targets. The remainder of Section 7 presents the outputs under each Activity Plan action point, which demonstrates the breadth and depth of activity that has been adapted around COVID-19 to ensure that strong project outcomes have still been achieved.

Activity	Target	Actual	Activity delivered within project
Art competition and exhibition	100 entries	65	✓
Outreach sessions at Tavistock Primary School	180 children	175	✓
In-depth Guildhall project with local primary school	1 class of 30 children	30	✓
Tavistock Town Tour	6 students; 90 primary students	33; 87	✓
Tavistock College work experience in the VIC	4 students		Not appropriate due to COVID-19 restrictions
Youth project in partnership with SWPHT	15 young people	6	✓
Family activity days (4 x 250)	1000 people	128 at 1 day	Agreed with NLHF to delay 3 until opened
Visitor information volunteers	20 volunteers	27	✓
Volunteer town guides	8 volunteers	14	✓

New THT website	Online presence	Live	✓
Rotational police display project	(Not counted in project)		Not delivered due to SW PHT limitations
Guildhall Memories Research Project	10 volunteers; 20 interviews	10;5	✓ (Includes research volunteers)
Building apprenticeships	3 placements		Not appropriate due to COVID-19 restrictions
TTC Works Dept - building conservation training	8 staff receive 1 week equivalent		Not appropriate due to COVID-19 restrictions
Conservation building skills workshops	Two days - total 20 people		Not appropriate due to COVID-19 restrictions
Volunteer Guildhall stewards (20) Volunteer Guildhall tour guides (10)	30 volunteers	47	✓
Public launch	600 people		Not appropriate due to COVID-19 measures. Small 'soft' launch only
Recruit and train learning and events volunteers	10 volunteers	21	✓
Post Opening Activities April 2020 - April 2021	<i>Actual Opening of Guildhall and Project Closure was December 2021. Update on progress below</i>		
Schools online pre and post visit resources	Resource online, used by 15 schools.	Resources prepared, ready for new Guildhall website.	
School visits programme	20 sessions	Bookings from January 2022	
Family activity days	4 x 250 people		
School holiday self-guided trails & activities	6 x 250 people	Trails and activities developed	
Tea and talks programme	1 per month	Programme scheduled for 2022	
Evening lectures	4 per year	Programme scheduled for 2022	

7.2 Communicating the heritage significance of the area

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

7.2.1 The Visitor Information Centre and Volunteer Information Assistants

The Visitor Information Centre (VIC) was established by THT and opened at Court Gate, Bedford Square (opposite the Guildhall) in August 2018. The VIC is open to the public between 10.00 to 16.00 each day from Tuesday to Saturday. The VIC relocated inside the Guildhall Centre for the December 2021 opening. The VIC has been entirely run by volunteers from the local community, allowing THT to both minimise the running costs and draw upon the volunteers' love and knowledge of the local area. From appointment, the Centre Manager has had oversight of the VIC. To generate revenue, the VIC sells a range of retail products as well as tickets for guided heritage walks and local attractions. The retail aspect has developed successfully, under the supervision of a Volunteer Retail Coordinator (See In Focus Case Study on Helen, page 31).

What is the Visitor Information Centre?

"It welcomes visitors to Tavistock and provides information, but also a service for locals and a point of contact for anything they need. It's also so much more than that. It is a place to welcome. A place to chat to people on a general level. I see us as an important part of the community" – Volunteer Visitor Information Assistant

"We inform locals as well as visitors about EVERYTHING the area has to offer. We help them feel familiar and welcome." – Volunteer Visitor Information Assistant

"Called in with several queries about the area and a friendly member of staff was able to answer all our requests clearly and quickly and provide the necessary leaflets to complement her advice." – Visitor feedback TripAdvisor

Visitor Information Assistants

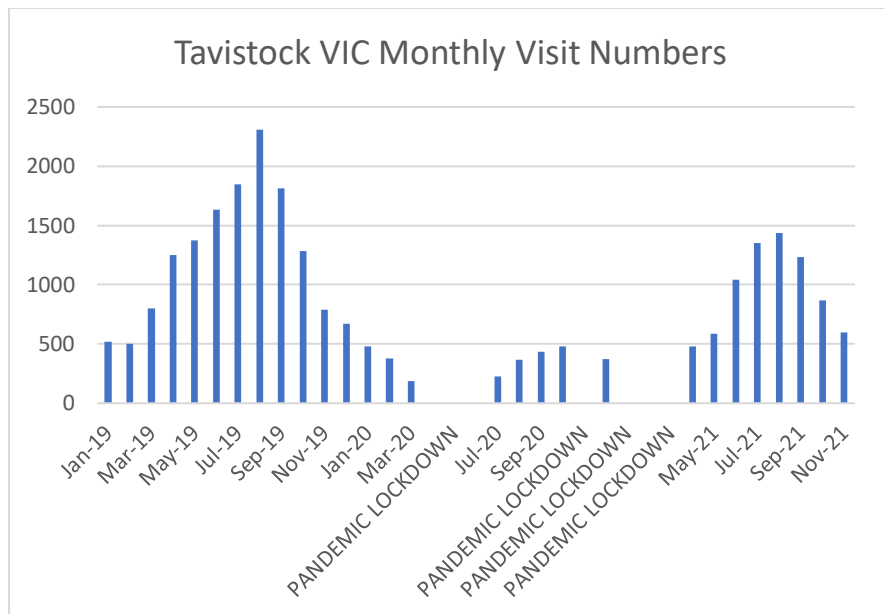
At the time of writing, there were 27 active Visitor Information Assistants (7 more than the target). These volunteers enhance the WHS gateway centre's orientation and signposting functions, communicate the heritage significance of Tavistock, and its role as the eastern gateway to the Cornwall and West Devon Mining Landscape World Heritage Site. Visitor Information Assistants provide visitors with information about places to visit and activities or events in the local area, with a focus on the heritage of Tavistock. They actively encourage local people and visitors to discover new places and gain new experiences.

"As a volunteer at the VIC I notice that people are more and more interested in the heritage aspect of the area and as a result of the enthusiastic and knowledgeable VIC volunteers, more people are going out walking and cycling to explore and take it all in." – Volunteer

VIC volunteer training includes basic induction, orientation, use of till and then customer service. VIC records shows that this team answered over 15,000 enquiries in 2019 alone.

2019 VIC Visitor Enquiries	
In person	14883
Email	309
Phone	385
Total	15,577

The 2020 and 2021 VIC performance has been impacted by the pandemic through forced closures and a reduction in tourism. The visit figures charted below show a relatively healthy return of visitors in the last 6 months within a pandemic, at 68% of pre-pandemic levels. This shows both a good demand from visitors, matched by dedication and a level of resilience in the VIC team to resource this important and well-used service.



.2.2 Guildhall Volunteer towards

47 Guildhall Stewards have been recruited by November 2021 (more than double the project target of 20), in preparation for the December opening. At time of writing only 12 had received the fuller training due to limited access to the building. Many have been recruited from within the volunteer cohort already (See In Focus Case Study on Rona).

The steward's role is to support and enhance the visitor experience as a knowledgeable room guide who can orient visitors and provide further engagement with the interpretation. A minimum of 3 stewards are required during opening hours.

A programme of training has been developed over the last few months, led by the Centre Manager (See Appendix 4). This is currently a pilot approach with anticipated improvements being made in the future as the training is reviewed periodically using steward and visitor feedback. The training is based on a familiarisation with the interpretation panels. Training will also extend to operation of the building such as risk assessment and emergency procedures once there is regular access to the building. Other elements to support consistent quality yet tailored visits include visitor crib sheet as well as Q & A's; 3 iPads will also be available to support stewards to answer questions. Lead Stewards will soon be identified and recruited from amongst the steward team.

"Looking forward to showing lots more people around this amazing building" – Volunteer steward

IN FOCUS: Tavistock Guildhall Gateway Centre, Volunteer

Volunteer: Helen

Role: Retail Co-ordinator for the VIC

Helen lives on the outskirts of Tavistock and attended her first volunteer shift at the Visitor Information Centre (VIC) on its opening day in Summer 2018. A Tavistock Times advertisement drew Helen to the opportunity, as she was looking for something a bit different to do, while she worked part time. *“I wanted to get out and meet people and fancied working in a busy tourist attraction.”*

Helen’s retail background in buying and sales management was quickly put to good use by THT. After an initial onboarding process and training from a consultant who was instrumental in setting up the VIC, Helen was given the task of coordinating the VIC retail offer.

“It was only a small L shaped area but had such a lovely atmosphere. We stocked bits and bobs really as space was so limited, but I’m proud to say the retail made a profit for THT.”

The core VIC volunteer team are a close-knit group but are now expanding in preparation for opening the larger VIC in the Guildhall. *“The new retail area is great. It’s much bigger and it’s all been professionally fitted out, with amazing lighting.”*

Helen volunteers at a shift each week, as well as doing more in her own time at home. *“It’s a really busy period now, researching items to order and getting stock in. There is so much to be done.”* An important part of Helen’s role is ensuring that the products available in the Guildhall Centre VIC are relevant to Tavistock and promote its unique heritage. *“We are having a section just on William Morris with bespoke bags. I’m in the process of finding a local photographer for postcards of Bedford Square.”*

Helen feels really supported in her volunteer role but enjoys the autonomy she is given. *“I love searching out what local crafts people make. There is such a wealth of clever people around the region that make the most wonderful things, but many don’t know where to start to market themselves. It’s very rewarding being able to help some of them while ensuring we make our profit margins.”*

Helen has also learned how transferrable her skills are. *“Volunteering makes you realise what you can do. I’ve learnt about ordering different product types such as jewellery and pottery, and strategies to get our target percentage of profit per shelf space for each new product type.”*

“Volunteering makes you realise what you can do”

The social aspect of volunteering is also important to Helen. *“Meeting all the other volunteers has been great. They are so varied. I’ve gotten to know so many people and make wonderful new friends. It really makes your life a lot richer because you have so much more to talk about with so many new people. I’ve learned more about Tavy than I’d ever thought I’d need to know!”* After all the pandemic upheaval, Helen is looking forward to a time when all the volunteers can get together and socialise more often.

Helen knows there are challenges ahead. *“I hope we get more volunteers who can be trained on the EPOS system. We need a dedicated person to show them the ropes. This aspect can be time consuming but it’s so important to have consistent high quality customer service in our shop.”*

On reflecting on the impact of the Guildhall project more generally, Helen says *“It’s going to be amazing for Tavistock! We’re in the prime position in the centre of Tavy and we’re determined to make a success of it.”*

IN FOCUS: Tavistock Guildhall Gateway Centre, Volunteer

Volunteer: Rona

Roles: Visitor Centre Advisor, Discovery Team member, Guildhall Steward

Rona recently moved to the Tavistock area in 2021 and began volunteering with THT in the Visitor Information Centre (VIC) in August. Rona works part-time and was interested in the volunteer role because she felt it was a good opportunity to keep up her skills in the tourism sector. Rona was previously a Senior Visitor Advisor for a VIC in the City of London.

"I might eventually like to return to this type of work down here, and this role helps me to learn more about Tavistock, Dartmoor and the whole region. I've learned quite a lot now. I already have the skills of being an information advisor, but I need the local knowledge, so this role is perfect."

As part of Rona's induction, she enjoyed a walking tour of Tavistock with THT tour guides to get some more background on the town's history. Rona loves learning new things and getting out to explore. She does a lot of research in her own time to get to know the local area. Even her new Ramblers group gives her local knowledge which can come in useful in the VIC.

"I love having that customer engagement so I can help them and tell them what to do and where to go and to make their visit great. I like the fact that, every time I go on a shift I meet new people. As well as Tavistock, we are promoting the Tamar Valley and Dartmoor, and even Cornwall to all sorts of people day trippers and holiday makers."

"Every time I go on a shift, I meet new people"

A highlight so far for Rona's volunteering has been helping to man a stall at THT's Victorian Day in the Summer. *"We had old fashion games and the children played hopscotch, skittles and with hoops. All the little ones loved it. I always love interacting with children."*

Rona's enthusiasm and skills with children has meant she was soon asked to be on the Discovery Team committee. This is the THT volunteer group who work to engage schools and families with the Guildhall Gateway Centre. Rona now meets with the team every Wednesday and has helped

to prepare the 'crime and punishment' resources for school groups as well activities for the Heritage Badge which is an initiative THT have planned with local scout, beaver and cub groups.

Rona has also recently answered the call to be a Guildhall Steward. *"I tend to throw myself into things and say yes a lot. I'm happy to get involved and it all helps to keep my fingers in the tourism pie. The role seems a little nebulous at this stage as the training can't really start until we can get into the building."*

With her visitor centre experience, Rona can already see some challenges ahead. *"Richard is doing an absolutely brilliant job but one person can't possibly do it all as there is so much to do. There is a real need for another paid person that can also provide a little more structure and training for volunteers."* Rona can also see a challenge presented by the building's layout. People are not made to exit via the shop, so careful strategies and incentives will be needed to encourage people back into the VIC after their visit.

.2. Walking Tour Programme

There are currently 14 active volunteers who have been recruited and trained to assist with delivering town tours to introduce people to the history of Tavistock as a World Heritage Site town (the Activity Plan target was 8). 8 are trained walk leaders, 7 are trained back-markers. Tours have been developed, scripted and rehearsed over the project. The range of tours is extensive across a variety of subjects and includes the following:

- Discover Tavistock – pubs and breweries*
 - Discover Tavistock – blue plaque buildings
 - Discover Tavistock – the canal*
 - Discover Tavistock – cemeteries and burial grounds
 - Discover Tavistock – churches and chapels*
 - Discover Tavistock – heritage introduction*
 - Discover Tavistock – 1,000 years of markets
 - Discover Tavistock – the railways*
 - Discover Tavistock – the wharves
 - Tavistock curiosities*
 - Tavistock by twilight (new for 2021) *
 - Tavistock – a World Heritage Site
- *These were the 2021 programme, paired back due to COVID-19

Self-guided trail booklets are available and promoted from the VIC. Family trails have also been implemented for specific events by THT's Discovery Team such as the heritage stamp trail for Heritage Open Days.

Attendance

A tour costs £5 per adult and generally starts from the VIC. The programme caters largely for adults with a heritage interest, although the 'Tavistock by Twilight' walk, with a ghostly element, was included to appeal to a more general audience. Walk feedback data collected by the

team suggests that attendees are more likely to be local, with 30% tourists.

The programme has been impacted by COVID-19 but more recently, 168 people have attended a walk from May 2021 till end of October 2021. Popular walks included the Railways and the Tavistock by Twilight walk (sold out). In 2019, 212 people attended across 31 public guided walks. In addition to the regular programme, THT offer private and bespoke walks to groups for a fee e.g., U3A or local Rotary groups. During 2019, 79 guests attended these private walks.

Feedback from the walks has generally been very positive but has been of a more informal nature at the conclusion of the walks or via social media or thank you letters, and emails received.

"Absolutely brilliant, loved the spooky people..." – Walking tour attendee

"Thank you, Simon Dell and all the volunteers that was a wonderful event. We really enjoyed the evening and learnt a lot."
– Walking tour attendee



Left: A tour group in action. Right: Children proudly completed their heritage stamp trail.

The Centre Manager plans to establish a more robust approach to gathering feedback via Trip Advisor, which will also help to further promote the tours.

Tour guide training

Tour guides are given full training by Alex Mettler, so no previous experience or knowledge is needed (although a desire to learn about the history of the town is essential). After an initial induction session, the training is based on a script, and volunteers complete a training walk at least 4 times, using the other volunteer tour guides to help critique and improve their performance.

Future developments

Plans for the walk programme post-opening include working with an external tour guide supplier to increase income generation by further developing training for guides and diversify the walks offer to appeal to a broader audience. Shorter walks tailored specifically for families will be developed.

.2. Website branding and Promotion

Website

A [THT website](#) was created in 2018 with THT resources. The need was identified for a separately branded Guildhall website.

The very limited project marketing budget (£7,250) has been partly spent on the creation of the Guildhall logo and the development of a website, alongside some teaser ads for the opening of the Guildhall. Remaining funds have been set aside for the official opening event in Spring 2022.



THT has invested additional funds into the Guildhall website, including for professional copywriting. The website was developed, using a local supplier, and serves as a marketing tool while providing visitor information. The content signposts and orients to other places to visit and things to do within the Tamar Valley, Dartmoor and neighbouring WHS areas. The website is awaiting professional photographs before 'going live' (late building works and interpretation snagging has prevented photographs from being taken in good time). There will be a holding page only until January 2022.

Publicity

In the absence of any remaining marketing budget, publicity on the project has been via editorials in Tavy Links Magazine and the Tavy Times, with regular articles written by THT. THT have two major features happening the week before the soft opening on 4 December 4. The Centre Manager has helpfully become the Tavy correspondent for Dartmoor Magazine. THT are planning a full PR campaign for the New Year to launch the Guildhall events programme.



A sample of publicity achieved over the project by THT

7.3 Creative programme for key audiences

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

... Art exhibition and family day

Art exhibition

An art competition and exhibition in June 2019 formed the focus of the first of four planned family activity days. The original intention was for this to be held within the empty Guildhall building but was swapped to the nearby Butcher's Hall as the Guildhall was not considered workable for large groups. The art competition had 65 entries (target was 100), which needed to reflect Tavistock's status as a World Heritage Site Gateway.



The mapped Art Exhibition entrant postcodes show that the competition was successful in raising awareness of the Guildhall Project beyond Tavistock.

Only 10 artists responded to a feedback survey, showing a positive experience was had by them. Half agreed the exhibition helped them to learn about or further appreciate Tavistock's significance within the Cornwall and West Devon Mining Landscape World Heritage Site.

"Taking part in the exhibition increased my knowledge through research and also showed the vast wealth of geological and historic material that is available for the public to enjoy" – Art Exhibition Entrant

To engage young people in the event, the Learning & Participation (L&P) Freelancer delivered print workshops with the local Youth Café, as well as printmaking workshops with 8 Year 12 students. Student feedback demonstrated a basic awareness of the WHS was gained by some.



Printmaking workshop at the Youth Café.

The art exhibition lasted 3 days and was attended by 2,419 people (click counted). A significant draw was a complementary exhibition 'My Tavistock', which was a children's art exhibition hosted by Tavistock Rotary on in the same venue. A comment book recorded visitor feedback, showing that the majority of visitors engaged well with the memorable Rotary children's exhibition, rather than any specific comments on the WHS Guildhall project exhibition.



Art Exhibition in the Butcher's Hall

Family day

The family day, led by the L&P Freelancer offered an indoor art trail, collage, printmaking, and storytelling. A modest 128 people attended (less than the 250 target), with a leaflet drop to local primary schools being the most helpful marketing tool (gained from face-to-face surveys completed by 23 of the 40 groups attending). Heritage learning outcomes were modest, with most children simply enjoying the crafts and a chance to try something new. The lower attendance encouraged families to stay longer. Family Event Feedback:

"We wouldn't normally take the kids to an art exhibition as kids aren't welcome or it's hard work, but this is a great opportunity to see art and makes it easy with all the activity"

"It's great, you can't do this sort of activity on this scale at home"

"It's something different – It's lovely"

Parents who took notice of posters and promotional materials, or spoke to volunteers on the day generally, gained in understanding of the WHS, although there were several comments that mining heritage was not relevant for young children. 6 Tamar Trail books were sold on the day, so people were encouraged to explore other sites in the WHS.

"I feel bad, we've lived here for 5 years and I didn't know anything about the history" – Family day visitor

"I didn't even know it [the WHS existed until today]" – Family day visitor

Survey work revealed there was significant confusion about which organisation was hosting the event (likely the result of no Guildhall Brand available in 2019). On team reflection, the event did not communicate the Guildhall Gateway project well. The overall effectiveness of this and the art exhibition, considering the resource invested was moderate given the small number of families and limited branding/identity.

A decision was made, with NLHF support, to postpone the remaining 3 family days until they could be hosted within the Guildhall. Due to the pandemic these are still pending.

In contrast to the family day, THT did host a very successful Heritage Craft Day in 2019 (under the NLHF funded Townscape Heritage Initiative Funding) that attracted over 3,300 people across 2 days. Survey work with 121 attendees demonstrated that a more intergenerational offer with wider appeal attracted families with both younger and older children. Surveys also evidenced the event had rich local heritage learning outcomes as visitors enjoyed hands-on experiences speaking with local skilled craftsmen and women. The contrast in success levels of the two events has provided learning for THT to further develop their family-day offer.

2.2 Guildhall Opening Event and Post opening Programme Plans

Opening

The Guildhall will open its doors to the public on the 4 December 2021. Given the pandemic context and the narrow preparation window of access to the finished building, the opening will be of a 'soft' nature, followed with an official public launch event in Spring 2022 (a delay of 2 years on the original plans). Planning for this event is well developed and has been underway for some time.

Visitors from December 2021 will be via a pre-booked 30-minute timed-entry arrangement. Winter opening times will be 10am-4pm, Tuesday to Saturday from 4 December to 23 December inclusive. Light promotion via social media and word-of-mouth has already seen many of the slots filled. A soft launch will provide the THT Guildhall team, particularly volunteer stewards, with the ability to consolidate training as well as test, trail and improve the visitor experience before welcoming in much larger volumes of visitors in the Spring.

Post-opening events

The talk programme for 2022 is now planned, with bi-monthly talks and speakers scheduled. Tickets will be promoted at £5 each. Speakers are varied and charge between £50-100 each, while others are happy to donate their time for free to the charity. Topics include both local heritage as well as more diverse subjects to attract new paying audiences and ensure that regular audiences keep interested. The primary target audience for these lectures is the interested adult, although some sessions will also be blended live-streamed events. A sample of talks include the following:

- Policing Tavistock's Past, with Simon Dell

- Fossils of the Jurassic Coast World Heritage Site, with Malcom Hart
- Lord John Russell Political Insect to Dreadful Old Man; the career of Lord John Russell, with Kevin Dickens
- Pop in Tavistock - The town's mineral water makers, with Roderick Martin
- The Galapagos: wildlife, birds and Darwin, with Ian Gasper
- The fascinating art and culture of Japan, Peter Brinsden
- Walking the Zambezi River, with David Lemon
- The People's Champion: Tavistock Radicals and Reformers in the 18th and 19th centuries, with Andrew Thompson
- George Bernard Shaw: 'playing the clown' is a stage presentation from Brian Freeland.

Family events

The Discovery Team are planning to offer family events during school holidays and a programme of Saturday family workshops. As part of core income generation activity, several larger community events will be delivered by THT.

Walking tours

A regular programme of walking tours will continue to be developed and offered going forward.

Bus tours

THT are working with a tour operating business to design bus tours and bespoke day tours for paying groups that could visit the Guildhall Centre as well as a guided tour of Tavistock, with stops to the Tamar Valley AONB and Morwellham Quay and a lunch/refreshment.

Events during the pandemic

The post-opening programme was to include tea and talks, evening lectures, self-guided activities, and family events. Although these activities could not be delivered as planned (i.e. in the newly opened Guildhall in the absence of any pandemic) THT has worked hard to pivot a programme of activities, largely online, to stimulate and keep connected with a range of audiences and reach beyond Tavistock.

Online events during 2021

380 people attended THT online events

	Public online events held online
Comedy nights e.g., 'Cheer up Tavistock'	2
Online evening talks e.g., Art society	12
Free Tavistock heritage afternoon 'tea & talks'	4
TOTAL	18, with 380 attendees (275 paid, 115 free)

The four free online heritage 'tea & talks' were used as a way to start promoting the Guildhall and allow the public to find out more about the project while it was still hidden behind all the fencing. The four talks held were as follows:

1. From the Abbey to the Guildhall: a history through images taking the audience on a journey from when the abbey was first built to when it stopped being used publicly.
2. Tavistock Guildhall, the past: Sue Spackman gave a talk focusing on the changing use of the building and the architecture of the site.

3. Tavistock Guildhall, breathing new life into an iconic building: Jackie Gillespie presentation on the project. Why did she want to develop the site, what did it look like before the work and what work has gone in to bringing it back to life?
4. Tavistock Guildhall: renovating the car park. Simon Crosbie presented a similar talk to Jackie's on the renovation process of the carpark.

Online audience feedback

An online survey was sent to participants of online events who had opted into further communications, however only 15 were completed. All 15 agreed or strongly agreed that 'This talk helped me to better appreciate or value an aspect of Tavistock's heritage.' Further comments included:

"absolutely fascinating"

"the best zoom experience I've ever had"!!!!

"the highlight of my week during these trying times"

"go well with your noble endeavours"

"my first time using technology. We loved it. Thank you"

"really enjoyed myself. Can't wait to virtually come again"

Additional THT activity above and beyond the Activity Plan

When social distancing allowed, THT delivered numerous other heritage events that helped it to raise THT's profile and promote the Guildhall project, recruit volunteers, as well as fundraise via donations from visitors. Examples include:

- Heritage Open Day 2021 – this successful series of events over 10 days was hosted by THT to engage the community in their local

heritage and appeal to a wide audience. The offer included strawberries cream and steam passenger trail rides, a heritage food festival, children's heritage stamp trail, 'Sneak peaks' of the Guildhall Gateway Centre, as well as the more typical lectures and talks for interested adults.

- Pop-up Dickensian Shop 2020 (and planned again for 2021) – This was set up in a vacant shop unit in the Pannier Market over Christmas.

7.4 Formal learning activity

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

7.4.1 School outreach sessions

3 outreach sessions were planned, created, and delivered to target (7 classes within the Tavistock Primary school with 175 children) by the L&P Freelancer in February 2019. 3 Discovery volunteers supported this work as a training exercise.

This initiative was successful in its aim to test and trial workshops, while promoting the project, THT and sharing information about Tavistock as a World Heritage Site. During the school sessions, 3 volunteers from the learning team also developed skills by observing the sessions ('Mapping the Town' and 'Building Tavistock') and assisting in learning activity. The outreached activity enabled volunteers to engage with a range of ages which enabled them to explore an array of learning styles, approaches and activities.

6 teachers responded with useful feedback, which helped to improve the resources to be flexible enough to use for the Guildhall school visits, as well as for informal family events.

7.4.2 In depth project with local primary school

1 class of Year 5 and 6 children from Mary Tavy and Brentor Community Primary School took part in an extended outreach project aimed to

engage students via in-depth work on the history of the town's architecture extending to heritage management and conservation processes. The timing was to culminate in a celebration of the opening of the Guildhall Gateway Centre. Unfortunately, the final stage of the project was cut short by the pandemic, however the following was delivered across Autumn and Winter of 2019:

- Students toured the Guildhall and Tavistock to learn about the project, the process of renovation and stimulate their interest in Tavistock more broadly.
- Students then created displays about the Guildhall back at school to 'take their interest further'.
- The L&P Freelancer visited the school offering building updates and news to enhance the 'special relationship'.

Teacher feedback forms demonstrated the quality sessions and rich student learning, as well as the benefits of students gaining a good understanding of history and geography from being outside in different environments.

"Engaged well with the children and gave them information in an interesting way" – Teacher

"I thought that it was cool that when we went to the Guildhall it had some pillows in the cells and they were made of rock there was no blankets or anything and the beds were made of rock as well. When the Guildhall is finished when it is rebuilt I think it is going to look beautiful and loads of decorations and stuff that you can read and very interesting things" – student aged

. . . Town Tour Project



Year 5 and 6 children from Mary Tavy and Brentor Community Primary School. TOP LEFT: impressive model making, TOP RIGHT: evidence of rich learning, BOTTOM: on site with Alan from RM Builders for a tour of the Guildhall capital scheme

In early 2020, the L&P Freelancer and 6 Discovery Team volunteers worked with 42 Year 7 students at Tavistock College across 3 sessions to develop a 'Town Tours' for younger children. Tour development went from inception, trialling to delivery and included reflection on strengths and weaknesses as their tours progressed. After planning and script writing, students delivered a first walk-through tour as part of the refining stage and even completed a risk assessment.

33 of these Tavistock College students then delivered their tours to 87 Tavistock Primary students in 12 groups, in a very successful event supported by staff and THT volunteers. Tours were full of facts and stories about Tavistock and a short game or challenge. Student 'tour guides' even devised their own feedback forms. The event was considered a success by all involved.

This project was successful in not only engaging students with their local history, but also enabling students to take an active and enthusiastic role in sharing it with others. Year 7 reflections after first walk through on what they wanted to change to improve their walks:



Tavistock College Year 7 students at a lecture from the L&P Freelancer to begin thinking about the themes and structure of their tours, before completing independent research on Tavistock.

"Confidence. We need to speak more loudly and organise our information better. It took too long to find the thing we needed to say next"

“More facts and better stories to share with the children”

“We need more to say about the canal”



Top: Town tours being expertly delivered by year 7 students. Bottom: 87 primary school students who went on the tours

Of the 87 children who took part as attendees, 81 provided overall very positive feedback to their year 7 group leaders, in a method devised by the student leaders themselves. Some primary student comments were:

“I learnt what the canal was used for and where the barges were loaded”

“I like that we got to see the remains of the building built in ”

“I learnt that the hotel was one of the wealthiest place in the south west”

“Thanks for your efforts on the project I thought it was a great success” – Phil Ruse Assistant Principal Tavistock college

. . . development of school learning activities for the Guildhall

Over the project the Discovery Team (currently at 9 volunteers) have developed a wide range of activities and sessions to enhance cross-curricular learning through their hands-on interaction with the special building. The initial work from the L&P Freelancer has been further refined since March 2020 with pre- and post-visit resources also developed. In addition to a tour of the Guildhall, the current offer for school groups by the Discovery Team is available in Appendix 5.

Building relationships, promotion, and plans

The emphasis on the school’s programme has so far been on establishing special relationships with local schools, and this has been very successful. Plans for Spring 2022 visits are already underway with teachers from local schools, showing that these special relationships developed in 2019 have

continued over COVID and the delayed capital programme. During the last 12 months, further relationships have been developed through volunteer and community connections. Invitations for staff familiarisation visits in January 2022 have been sent.

By the conclusion of the project the Discovery Team have established relationships with 7 schools (not only local), as follows:

	Relationships established:	Schools Visits/ Outreach/ Activity Delivered:	Planning underway/ 2022 bookings:
Tavistock Primary School	✓	✓	✓
Mary Tavy and Brentor Primary School	✓	✓	✓
Tavistock College	✓	✓	
Whitchurch Primary School	✓	✓	
St Peter's School, Tavistock	✓	✓	
Harrowbarrow School, Cornwall	✓		✓
St Rumon's Infants School, Tavistock	✓		

The Discovery Team are dedicated to tailoring trips to meet schools learning needs and are currently developing a trail around the Guildhall for children. More workshops are also being developed such as '18th and 19th century inventors'.

4 teachers from Tavistock Primary have completed a Guildhall tour in November 2021, to provide their feedback and views to plan Spring visits. Staff from 7 local schools have been invited to tours in January to show

more teachers what the Guildhall learning programme and Discovery Team have to offer. A poster has been produced to be emailed to all local primary schools.

"We hope to learn more about their curricular plans and collaborate to produce materials that will enrich the children's planned learning." – Discovery Team Volunteer

"I really felt the Discovery Team wanted to hear our thoughts and opinions which we really appreciated. The place is impressive you must have all worked very hard on its design...I have already suggested to our head that the space would be great for a choir performance. Your poster is on our staffroom board and I have been spreading the good word!" – Teacher feedback

"Thankyou so much for getting in touch with me. I am super excited about what we could plan together." – Teacher Feedback

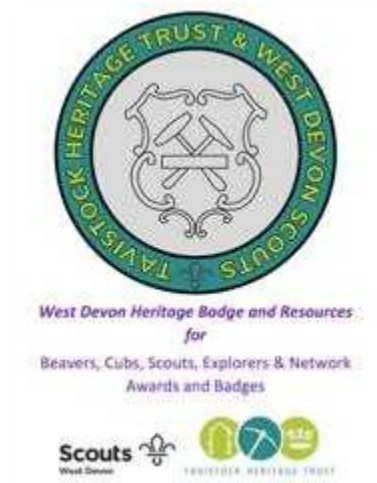
"Thanks for sending on the flyer for the Guildhall. I have forwarded it on to staff here and also to teachers in our local MAT. I will keep spreading the word as well! It would be great if we could come and see you before the end of term as we are looking at mining as our current topic and the class are fascinated by the arsenic mines." – Teacher feedback

In addition to schools, recent contact has also been made with local home-schooling representatives. The L&P Freelancer is booked to return in January 2022 for a final training session with the team on the practicalities of using the building with school groups and developing the workshops. Recruitment to grow the Discovery Team continues.

Reaching beyond schools

Over the last year, the Discovery Team have developed a heritage badge for Scouting groups. Detailed plans have been made for the Beavers, Cubs and Scouts to achieve their badges, including information packs and resources. A group of Beavers from Tavistock has already trialled this in the Guildhall, with a view to soon welcome other Scouting groups from the wider West Devon and East Cornwall area.

“Our Cub Scouts who have worked through their badge including an active visit to the centre have really enjoyed their experience, particularly their own discoveries when looking at their own family’s heritage. Some of the stories and pride they took in their ancestors, what they did and where they came from was quite moving as they shared with their friends. We had great feedback from the parents and helpers who joined your activities with the Cubs in the Guildhall, both the facilities and the experience you delivered were superb.” – district court leader



THT developed a resource pack for the heritage badge

Keeping in-touch during COVID-19

A time capsule project was also delivered with assistance from the Discovery Team. School pupils from Whitchurch, St Peter’s and Tavistock Primary wrote letters for inclusion in the time capsule, detailing to children 100 years in the future what an unusual time was lived through in 2020/21. The time capsule was financed by the Tavistock Lions Club. The capsule was buried beneath the cobbles near the Guildhall. This

project helped THT maintain their special relationship with local schools when the building could not be accessed.



Burying of the time Capsule in September 2021

7.5 Oral history and research activity

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

Oral history project

An oral history project was delivered in 2019, to capture people's recollections of the Guildhall when it was a serving police station and magistrates' court. 3 volunteers were trained over 3 sessions, including the group coordinator, by an accredited oral historian. 2 more volunteers assisted on the project. Interviews were completed with people such as retired magistrates, police sergeants and police officers.

The interviews uncovered interesting information about what it was like to live and work as a police officer in Tavistock. 5 interviews were collected and transcribed. Volunteers learnt new research and oral history recording skills. The 5 completed interviews were assessed by the accredited oral historian with excellent progress reported, as well as helpful feedback on improvements that could be made.

"Conclusion Both interviews are very good, with clear questions and good content. The sound balance is fine but some editing needed to remove gaps and ums." – Accredited oral historian

The content has not been included in the interpretation panels for the Guildhall but will be used in the future to add new perspectives when engaging visitors in the policing and justice themes and to provide a link between the building's history and the present. This Oral History project did not achieve the target of 10 volunteers and 20 interviews, as it was cut short by the pandemic. Instead, volunteer effort was directed into other types of research.

Guildhall research group

In addition to the oral history project, a volunteer Guildhall Research Group has been established to explore a wide range of on-going research topics which feed into a variety of the Trust's activities, including courses, exhibitions, and website articles and eventually a booklet. Volunteer numbers fluctuate, but 7 have been involved thus far.

The research group has given volunteers an opportunity to participate in and learn how to conduct historical research. During COVID lockdowns, a 'Find My Past Pro' subscription was purchased as a research tool, funded by the project. This has enabled skills development, and learning for the researchers to continue, as hard copy sources were no longer an option. It also provided a welcomed lockdown activity to support more isolated volunteers. The research topics varied throughout the project and to a large extent were determined by the researcher's areas of interest. Social history research themes have included:

- Identifying the trials which took place at the Guildhall during the nineteenth century, with a focus on the misdemeanours of people associated with the mining industry
- Investigating the wider social issues that arose when mining collapsed in the last years of the 19th Century, including poverty, drunken behaviour and violence, and social exclusion
- The rise and fall of the woollen industry in Tavistock and the surrounding area, from the early days until the closure of the last mill in the 1980s.

Research used in final interpretation scheme

The above research represents significant volunteer hours and has been instrumental in delivering the final interpretation scheme. Research findings have been used as background information to produce 'characters' for the scheme: from the life of an arsenic worker and a navy to a Bal maiden, a child with cholera in the family, and one who

was delighted to have moved into one of the new Duke of Bedford Cottages. These characters have also been written into scripts, read by voice actors and now feature in the audio content available within several rooms within the final interpretation scheme (a variation on the original idea of a listening post from the Activity Plan)

. . . WPHT rotational displays project

The original intention for this activity was for the Guildhall project to partner with South West Police Heritage Trust (SWPHT) to form rotational displays with appropriate interpretation in the courtroom. The plan was for SWPHT staff and volunteers (not Guildhall) to conduct research and write display material and then SWPHT propose items and how they could fit Guildhall interpretive themes.

Initial meetings were held with the SWHPT officer and volunteers in 2018. On discussions, it became apparent there was a scarcity of artefacts, beyond paper-based material, that could be used. This project was not feasible to take forward as planned.

The SWPHT has now reformed as Museum of Policing in Devon and Cornwall. THT had several Zoom meetings in 2021 with the new development officer (who has subsequently left). Although THT are only able to accommodate one object from their collection, they will continue to work with the museum to see if other items of the collection can be put on display, potentially in the Court Gate premises in Tavistock.

7.6 Personal development activity

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

... youth project with Tavistock College

The youth project was delivered to 6 Tavistock College students and was undertaken in 2019. Over 2 days, students undertook a range of activities, including:

- a Guildhall tour,
- training with an oral history expert,
- workshops with the L&P Freelancer,
- work with an accredited oral history to learn how to use recording equipment,
- conducting oral history interviews with ex police officers – students interviewed participants in pairs and completed 30-minute interviews on two of the three people invited,
- investigation of newspapers (both new and old).



Students conducting research at the local library

Unfortunately, the PCSO for Tavistock was unable to attend the final event, so the modern-day policing element of the project was reduced.

The students were chosen by the school to take part as being most likely to benefit. Consultation was undertaken prior to the project with Tavistock Youth Café and the South West Police Heritage Trust.

Students were encouraged to think about the level of knowledge at the beginning of the project (in relation to project learning objectives) and then score themselves in the end to see the progress they have made. All students felt they had made good progress with some scores increasing dramatically, although some students remained uncertain as to whether the experience with heritage helped them to be more confident. Others were unsure that the experience would make them think more about heritage. The oral histories produced were sent to the school in the form of a shortened extract for use on their website.



Students conducting oral history interviews

Student's feedback noted the areas where they gained the biggest learning, which included the history of crime and punishment in Tavistock (and surrounding area), What happened in the Guildhall and who worked there and what their experiences were, as well as how to use sound equipment and interviewing someone. Students enjoyed:

"Learning about the comparison from the history of policing to modern day policing"

"The insightful interviews with several former police officers"

"Learning how to use the sound equipment and history of policing"

“I enjoyed visiting the guildhall and having a tour around it”

From the Interviewee perspective

“What a credit the young interviewers were to the young people and pupils at Tavistock College a delightful morning of reminiscent chats to preserve something of the past” – E

policeman interviewee

The Centre Manager has also completed a ‘Rebuilding Heritage Support Programme’, funded by the National Lottery Heritage fund to help the heritage sector respond to the impacts of the pandemic.

2.2 Work experience opportunities

As a result of COVID-19 restrictions, it was not possible to host 4 local students in the VIC as part of local school work experience weeks. In an effort to deliver against this output, a Duke of Edinburgh Award placement volunteer (aged 16 years old) is scheduled to start in the Guildhall later in December 2021.

Building apprenticeships skills workshops and on the job training

These were not possible to deliver in the context of COVID-19 social distancing restrictions

Additional opportunities for personal development

THT has taken on a 6-month apprentice placement, funded under the Government Kickstart Scheme to support businesses in providing placements for young people. The benefits to both the apprentice and to the Guildhall project are detailed on the case study on the following page.

IN FOCUS: Kickstarter Initiative

Kickstarter: Hannah

Role: Social Media and Marketing Apprentice

In 2021, during the run-up to opening, THT took part in the DWP Government funded 'kickstart campaign' aimed at giving younger people the opportunity to develop skills and gain experience in the workplace. A pressing area of need for THT was in marketing resource to increase the public profile of the project leading up to opening.

After a formal recruitment process, Hannah, a recent graduate with a Master in Publishing, was brought on as a Kickstarter apprentice. The role is due to end in January 2022. This role focused on social media and was line managed by the Centre Manager. He has worked extensively with Hannah to make sure that THT utilised her full skillset appropriately. Hannah's background in design helped her create promotional posters for the THT walks programme.

During this apprenticeship, Hannah has enjoyed developing her skills in a professional environment, as most of her previous work has been of a freelance nature.

"I was able to challenge myself with new skills, such as independently learning how to use Adobe Illustrator and complete designs for print at an elevated standard. I personally never saw myself working within the tourism sector but preparing myself for lateral pathways with transferrable skills meant that I am deeply enthusiastic about the work I am doing for Tavistock and the Guildhall. I am still able to fulfil my creativity in ways that are meaningful to my portfolio and the Trust. – Hannah ickstarter Apprentice

Hannah has also gained in soft skills through this role, such as practicing the hybrid of independent home working with '9 to 5' office work, and even gained more confidence with using public transport. Hannah is now better prepared to launch into the next step of her career because of the Kickstarter role with THT.

"I have been able to gradually familiarise myself with members and volunteers of the Trust that help to nurture the heart and soul of Tavistock. It often takes a little time for me to be comfortable around people that I would consider superiors in either experience or the work ladder. However, the more I worked with Tavistock Heritage Trust and Tavistock Guildhall, the more I was able to see myself at a more equal and friendly footing. I feel less hesitant about entering a new work environment. – Hannah ickstarter Apprentice

The Centre Manager has been committed to ensuring that Hannah has benefitted from the role, involving her in local professional networking as she seeks employment beyond the end of the Kickstarter scheme. Unexpected follow-on benefits of this role for Hannah include:

- Designing a book cover for a local historian
- Regular meetings with Visit Tavistock and contributing to their social media presence
- Providing copy and design to local magazines such as Tavy Links and Dartmoor magazine.

Learning and events volunteers

Development of the Discovery Team

There are currently 9 Discovery Team volunteers (learning and participation volunteers) who work with local schools, youth groups and families to bring Tavistock's history to life for children.

During 2019, a core team of 7 L&P volunteers were trained and mentored by the L&P Freelancer. The bespoke training sessions covered planning family days, risk assessments and marketing the schools' programmes. A final day is planned in January 2022 as a practical session about use of the building with school groups.

Most members of the team were shielding until May 2021. During this time the Discovery Lead made a 3D model kit of the Guildhall buildings and wrote a story of Drake and Diego - both suitable for KS2 students. The team also familiarised themselves with the Guildhall interactives online. Since May the team have been meeting together regularly to review existing resources. Some of the previously developed materials were refined. The team created and sourced a range of Victorian games for children and families for use in Heritage Open Days.

“Development of the team has come about through increased skills and knowledge rather than through specific training. We have simplified some of the activities and extended the range of others to give them more scope for different ages and abilities. We have completed partly finished workshops, such as Crime and Punishment and Mining, and developed new workshop ideas such as a EYFS pirate themed workshop. We have looked at the National Curriculum, local schools' long term curriculum plans, and online resources such as those published by TWIN L and TES to have a better understanding of what the children are already learning in schools.” – Discovery Team Volunteer

The team are actively recruiting to ensure they can meet future demand for the school visits, as well as deliver the family holiday programme.

Events volunteers

There are currently 12 registered events volunteers. There is currently no specific training being undertaken, as this needs to be developed to include an induction on running events within the Guildhall space. In the past, these volunteers have helped welcome visitors, served refreshments and ensured the smooth-running of events such as talks and community events.

7.7 What worked well and why

In the context of upheaval of the last 20 months, the project has succeeded in delivering positive outcomes for people across learning, personal development and enjoyment, although at a reduced number.

Significant numbers of people engaged within the target audiences

Over 500 people as children and families, have been engaged in direct face-to-face activity, specifically within the original planned activity. Looking more broadly at THT's wider Guildhall project work, this audience number swells to over 5,000. This includes the volunteer programme, walking tours, art exhibition, THT's 'Heritage Open Day' activity, online event activity during COVID-19, and some of the extra schools and youth engagement work. When benefits to people visiting the VIC are included, this number increases significantly to at least 30,000 people over the project period.

The project engaged planned audiences well across special interest groups, local/family historians, adults and schools in walking distance. Engagement of families with children aged 5-11 has unfortunately been limited. 1 target group were not engaged in the project (at-risk youth), although this was agreed with the NLHF mentor early in the programme.

Successful volunteer recruitment and retention

Growing a volunteer cohort during a pandemic and before the Guildhall is even open is a substantial achievement, with both stewards and VIC volunteers exceeding original targets. There are currently 102 roles filled by 60 active people as:

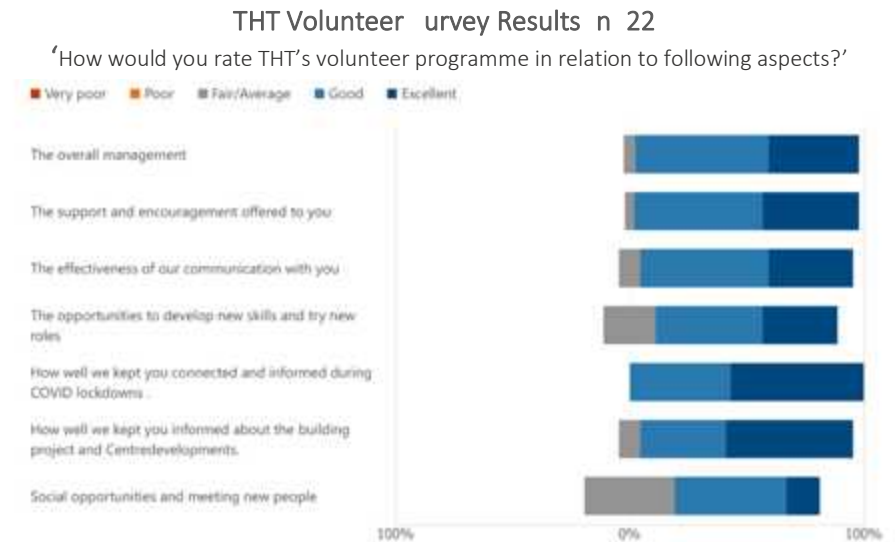
- Stewards: 47
- VIC: 27
- Tourism: 5
- Walks/Tours: 14

- Discovery Team: 9

As a result of successful recruitment drives, there are more volunteers waiting for opening to engage in training and shifts. If these 'inactive' are including, the registered volunteer number totals 120 individuals.

There is a volunteer programme structure in place with an onboarding process (expression of interest form, interview, induction handbook and shadowing process for the first few shifts). Senior level volunteers already head up different areas, and there are plans to identify more volunteer leaders as the offer is scaled-up after opening.

In a recent volunteer survey (albeit with a limited response rate of 22 from circa 60 volunteers) the average enjoyment rating on a scale of 1 to 10 was 8.5. The below chart shows volunteers gave good to excellent ratings across a range of volunteer programme metrics.



A volunteer community

In a recent volunteer survey (albeit with a limited response rate) 18 of 22 respondents reported that ‘a sense of community’ was one of the main things that they gained from their experience, along with the satisfaction of giving something back.

As part of fostering a sense of ownership and community around the building, the Centre Manager has kept up weekly communication with volunteers via extensive update emails, including throughout lockdowns. Monthly meetings, socials and trips have been arranged when social distancing has allowed. A rewards structure is in place to show volunteers they are appreciated e.g., unsold tickets offered for free. Pastoral care has been a significant part of the Centre Manager’s volunteer management role.

“From a management point of view it has always been a point of pride that I help create a culture where volunteers feel they are valued, and that they enjoy coming back here. Part of this means that I have an open door and I’m available. I want to nurture volunteers and ensure they stay with the Guildhall for years to come.” – Richard Rundell, Guildhall Centre Manager

High quality effective provision for schools

Survey results from 7 teachers across the school’s programme demonstrate the L&P Freelancer, supported by volunteers, delivered high standards of learning provision for the Guildhall project. This provided a strong foundation, quality content and good practices for the Discovery Team to build on. Teachers rated all the below metrics as either ‘good’ or ‘outstanding’ (See sample survey response in Appendix 5):

- the quality and appropriateness of the activities that we offered
- students’ attitude, engagement and participation with the activities

- the progress made by most students through our activities
- how well we linked to and supported the curriculum
- the knowledge, skill and enthusiasm of the people delivering our activities

“I feel the session was managed well. I was also impressed by the high expectations for the students responses’ – Teacher

“Engaged well with the children and gave them information in an interesting way” – Teacher

All teachers reported that as a result of the session they were ‘likely’ or ‘highly likely’ ‘to recommend these sessions to other teachers’, and ‘embed aspects of Tavistock’s Heritage into their curriculum in the future’.

Adapting to COVID-19 with online events

The Centre Manager arranged a varied programme of online events in early 2021 to keep both volunteers and the community connected to the project. Feedback showed some people preferred online events after lockdowns, due to either living in remote locations or due to access issues. Online events enabled the Centre Manager to gain audience insight into content preferences and the potential market for hybrid streamed events in the future.

The Discovery Team’s relational approach

Given the context since March 2020, the Discovery Team have made great strides in developing a learning programme and making strong connections with local schools. A particularly successful aspect of building special relationships with local schools has been their willingness to plan sessions and tailor workshops to meet teachers’ needs.

As well as ‘off-the-shelf’ workshops, the Discovery Team have responded to several requests. For example, a local infant class was doing a project

on Sir Francis Drake and approached the Discovery Team for assistance. 4 volunteers then created a treasure trail map of 7 different buildings around Tavistock, hiding scrolls around the town to support the history and geophagy learning outcomes.



The students sent the Discovery Team a card and box of chocolates to say thank you for their fun trail.

Boost from Kickstarter scheme

Securing a 6-month Kickstarter apprentice has been successful to push the Guildhall's social presence in the lead up to opening. The apprentice's design skills have helped take brochures and advertising flyers to a more professional level. This has been immensely helpful given the very limited marketing budget.

7.8 What didn't work well and why

COVID-19 social distancing restrictions reduce effectiveness

National COVID-19 social distancing restrictions meant the level of conservation skills training intended for this project has not been able to be delivered, and the post opening programme has not been included. This has reduced the Activity Plan audience size.

Knock-on effect of capital delays

The extended and unanticipated delays in the capital completion had significant knock-on effects on the Activity Plan as follows:

- Final training for volunteer stewards was delayed until a few weeks before opening as they could not gain adequate access to the building.
- The Discovery Team could not test the workshops and details of a visit on site with school groups, in relation to the new facilities.
- Onboarding and training of new VIC volunteers was kept in a holding pattern for months as there was a continual expectation of 'moving soon', requiring a new induction.
- The website launch and some marketing has been delayed as it has not been possible to take photographs of the finished building.

Early activity was disjointed

Delivery of the Activity Plan began in early 2019, when THT as a trust was still in its infancy. The Activity Plan detail was finalised during 2017 (under a Shadow THT Board) before most current trustees were appointed. The responsibility of the Activity Plan delivery resided with the project funded Development Officer. This role did not embed well into the Trust (and the Officer resigned in November 2019). In hindsight, the Development Officer came too early in the project in relation to THT's development. In a similar way, the L&P Freelancer began delivering the

schools development work before a large cohort of volunteers had been recruited to support this and be trained through this, nor had a trustee lead been identified for the learning programme. This reduced the effectiveness and legacy of this L&P Freelancer investment.

“It [having an L P Freelancer in the beginning of the project to lead on developments] was helpful but there was a good deal of confusion amongst the team at the beginning of the project about what was expected of them and what the L P group were trying to achieve. A fuller recruitment, induction and training process at the beginning would have been good.” – iscovery

Team Volunteer

The Activity Plan as a set of tasks became outdated in the context of considerable change

The Centre Manager role took over the Activity Plan workstream lead from the Development Officer. The Centre Manager role was wide-ranging in scope over the day-to-day operation of the Guildhall and VIC while maximising the income-generating potential of the Guildhall’s operations. Practically, the Activity Plan as a set of detailed actions and targets, no longer played a significant guiding role to shape the provision of positive outcomes for people in the development of a heritage centre.

Young people at-risk of offending not reached

While youth were successfully engaged in the youth project, the specific target audience of ‘youth at risk of offending’ was not reached, although this change was agreed with the NLHF mentor. Several factors contributed to this change. There was some unease by project team members regarding the sensitivities of targeting people at-risk of offending in a project related to crime and punishment by virtue of the fact that the Guildhall heritage linked to the criminal justice system. The budget for this task (£1,500) was also not considered realistic to deliver a

meaningful project that supported the needs of an ‘at risk’ group. As it was, the 6 participants in the youth project only received 2 days of face-to-face delivery. At this level of engagement, achieving the original intention of ‘enhancing their employment opportunities’ was weak.

Marketing plans insufficient

The low marketing budget for the Guildhall Gateway Centre has necessitated a focus on smaller scale community marketing, often via personal contacts in the media. This has been a very time-consuming approach and not commensurate with an eastern gateway to the Cornwall and West Devon Mining Landscape World Heritage Site. The Activity Plan didn’t distinguish the need, or budget for THT to have a separate visual identity and logo to the Gateway Guildhall Centre. Delivering heritage activity under the Guildhall ‘flag’ without its own identity was confusing for people, particularly with the Tavistock Townscapes Heritage Initiative also being responsible for the public realm improvements in the vicinity.

8 Guildhall Gateway Centre Financial & Operational Resilience

8.1 Revenue projections

The Guildhall Gateway is a free admission attraction. As such, raising money in other ways from visitors is essential. The project has enabled THT to successfully test a wide range of income generating activity, although the pandemic has limited this in some areas.

Tavistock Guildhall Gateway's 2022/2023 projected revenue was updated in November 2021. The below table summarises the projections compared against the revised Kickstart estimates and the original Round 2 estimates (see fuller details in Appendix 7).

Draft revenue budget item totals	R2 Original July 2017	Kickstart Revised Nov 2020	Updated Forecast Nov 2021
Total Unearned Income	89,369	115,335	115,335
Total Earned Income	29,151	34,268	44,268
Total Project Income	118,519	149,604	159,604
Staffing Costs	22,930	26,955	26,955
Travel Costs	250	253	253
TTC Premises costs	59,787	65,635	65,635
TTC Supplies & Services costs	29,581	25,075	25,075
VIC Premises Costs	3,381	-	-
THT Supplies and Services	10,472	13,544	19,544
Total Project Expenditure	126,402	131,462	137,462
Balance as Project Surplus or Deficit	£(7,882)	£18,141	£22,141

The overall forecast position for the first full year of operating in 2022/23 projects a surplus of **£22,141**. This figure benefits from £19,625 of residual grant funding (HB Allen grant for 2022/23). When deducted, the balance remains a **surplus of £2,516**. This compares to a **projected loss of £7,882** at Round 2.

The key variations since Round 2 modelling are as follows:

- The Centre Manager post was increased to full-time (+£10k) to ensure the professional running of the Guildhall, including through managing the volunteer programme. This extended role is responsible for furthering income generating opportunities through an expanded commercial activity programme.
- The provision for an ongoing learning freelancer has been omitted as this activity will be delivered by trained learning and participation volunteers (-£6k).
- Increased cleaning has been added, due to ongoing COVID-19 impact and an increased activity programme (+£5k).
- The debt charge on TTC's Public Works capital loan is less than forecast (-£5k).
- The Visitor Information Centre Premises costs have been taken out as it is now co-located in the Guildhall (-£3.3k).
- Retail income is significantly higher than forecast at £20,000 (-c£6k net). This revised estimate is based on VIC actuals to date and anticipated additional income due to increased retail space in the purpose-built shop. A volunteer with a professional retail background leads on the retail/VIC offer.
- Overall event income has prudently been reduced (+ £4k), which is based on take-up during delivery in the context of COVID-19. Some new event activity is also being offered.
- A new income stream of sponsorship & advertising has been added (-£4k).

The Year 1 operating figures are based on 30,000 visitors.

. . Heritage destination development

A vital element underpinning the financial resilience of the Guildhall Gateway Centre's future is in its ability to attract visitors and generate income from them. This section outlines the progress that THT has made on this important work with travel, tourism and heritage sector organisations to encourage people to visit and engage with the heritage of the Guildhall, Tavistock and WHS areas.

Destination Tavistock

THT's limited marketing budget necessitates joint working arrangements with existing groups and organisations to develop and market the destination offer. THT have good working relationships with the following organisations:

- Tavistock Business Improvement District also responsible for 'Visit Tavistock' –THT are sharing their Kickstart apprentice with the BID manager to enable her to develop a stronger social media presence for 'Visit Tavistock'. They also do joint marketing and liaise on events.
- Tavistock Museum (although this remains closed until 2022)
- Tavistock Subscription Library – their chair Simon Dell is also a THT volunteer. The library is keen to become a research facility.
- West Devon Borough Council's placemaking team –THT are helping them develop tourism statistics for the town and are in discussions regarding their support of a marketing post for Tavistock.
- Tavistock Chamber of Commerce
- The Bedford Hotel – THT have an excellent working relationship with the Marketing Manager and are co-planning heritage tours to the town with the Hotel.

Beyond Tavistock

THT have further developed relationships with Tamar Valley AONB and Dartmoor National Park. THT volunteers are developing itineraries for Coach and guided tours within Tavistock and the surrounding area.

WHS Centre status update

The World Heritage Site Interim Lead from Cornwall Council visited the completed Guildhall Centre in November 2021. Official Gateway Centre status is expected to be formalised by the World Heritage Site Technical Panel and Partnership Board meetings in February 2022. Discussions on joint marketing initiatives are expected to follow.

8.2 Operational considerations

.2. Partnership arrangements

A legal framework

The partnership between TTC and the THT was formalised in September 2018 by the signing of a 25-year lease and associated service level agreement (SLA). This legal relationship enables the Trust to function as required under the project and to safeguard the interests and investment of TTC and NLHF.

The SLA sets out the terms of the agreement for funding between THT and TTC to deliver the operation of the Tavistock Guildhall Gateway Centre. It also sets out the guiding process for formal monitoring and evaluation of the Guildhall Gateway's performance and the obligations for each party.

THT's necessary operating costs incurred in connection with delivering on the agreed approved purposes for the Guildhall Gateway Centre are underwritten by TTC as the landlord, up to an indexed annual threshold (currently £35k per annum) with effect from December 2024 until 2043. Under the 25-year SLA, TTC have committed to fund circa £65k of annual costs for the whole of the building.

Guildhall Gateway Centre Advisory Forum

As set out in the SLA, a Guildhall Gateway Centre Advisory Forum has been established to manage and oversee the operation of the Guildhall. This group comprises Council Member representative, THT Trustees and Officers from both organisations. The first meeting of the Advisory Forum was October 2021, with a second scheduled for January 2022. The meetings are quarterly, with regular business including consideration of THT reports and operational arrangements in relation to premises and financial matters.

Building the relationship

The relationship between TTC and THT throughout this project delivery phase has at times been very challenging (See Section 10.3 Project challenges). Within the final evaluation process there has been an acknowledgement by the Project Steering Group as well as other stakeholders that this relationship has undergone stepped improvements from the 'early days'.

TTC and THT have established a good working relationship beyond the remit of the Guildhall Centre. THT were a successful delivery partner for TTC's complementary initiatives under the NLHF funded Townscape Heritage Initiative Scheme, helping to deliver heritage skills workshops, an extensive talks programme and community events to celebrate heritage. More recently, THT have been chosen by the Council to be a trusted partner to help with community discord surrounding the Sir

Francis Drake statue. THT acquired a grant from Historic England to develop interpretation and a schools' educational programme.

While the lease and SLA set out the terms for how the partnership will work, from funding arrangements through to the obligations on the provision of information (e.g., THT Business plans), there is still a lot of operational and financial detail to be further clarified in the context of a post-opening business-as-usual phase such as, disaggregation of services costs within the premises, use of shared spaces, and managing the financial relationship.

"To date the partnership has worked relatively well. How the facility operates day to day is of paramount importance to THT, TTC, the town and economy of Tavistock. I intend to work to as hard as I can with THT in the governance of the facility going forward." – Ilr Harry mith

.2.2 entre management

Day-to-day management

Decisions relating to the day-to-day management of the centre will be between TTC General Manager and the THT Centre Manager. Significant progress has been made in relation to this, with officers in almost daily communication. Both officers are now based in the building, which is supporting effective operational decision-making to ensure key systems and behaviours are in place to enable sustainable operations.

"Richard and Wayne have formed a very good operational working relationship and we have requested the setting up of a Guildhall working group so that both parties can be involved in the ongoing running of the Guildhall. This is essential in order to maintain a balanced partnership approach." – THT Trustee

The Centre Manager's role

The Centre Manager, Richard Rundell, has been retained on a 2-year full time contract with a role that oversees all aspects of the day-to-day operation of the Tavistock Guildhall, including the VIC and shop, and management and development of the Trust's volunteer groups. The Manager also helps deliver on the strategy for the ongoing development and income generation activity of the Guildhall, and leads on the visitor experience journey including marketing, audience development, building relationships with other attractions, tourism bodies and key stakeholders.

The scope of this role is wide and demanding. There is concern within THT that the 1FTE staff is not a sustainable position in the longer term (see Section 8.3 Future risks) although the anticipated development of more lead volunteers should support this role. The volunteer cohort numbers for opening are considered adequate, but until this is tested the exact needs are unknown.

.2. Continuing development of THT

Progress made in relation to THT's governance arrangements and trustee development are a positive indicator of the Guildhall Gateway Centre's operational effectiveness and long-term viability.

Board changes

THT's board of trustees has had a number of changes since it was first established as a shadow board. Various trustees have left due in part to a conflict of interests (i.e., two Plymouth University lecturers who were not allowed by their employer to sign a lease or SLA). Others had felt unable to commit to the amount of hands-on operative work required in the lead up to the opening. Two chairs had to stand down due to health issues.

Over the last 18 months THT has been more targeted in their recruitment of new trustees. New recruits include Anthony Rawlins who has digital destination marketing skills and Simon Crosbie who is a conservation architect.

Recent restructure

In 2021, THT underwent a board restructure in preparation for the step-change in activities associated with opening of the Centre. This ensures that key THT decisions pertaining to the Guildhall can be made promptly and by a committee of 3 trustees (as well as the Centre Manager) who make up the Guildhall Management Group. This group is engaged and conversant with day-to-day Guildhall activities. The restructure also supports some trustees to act more as 'non-executive directors' who deliver the strategic oversight to trustees with 'executive' responsibilities (See THT's current structure chart on the following page). The Guildhall Management Group supports the Centre Manager and volunteers, in line with the strategy set by the Board. It meets as often as required and provides written monthly reports to the Board. It is supported by specialist subcommittees.

Developing a fundraising culture

THT's fundraising experience and accomplishments in securing £120k of additional grant funding towards the delivery of the Guildhall Centre have helped to hone its collective skills and capacity to cultivate support and further embed an effective fundraising culture within the organisation.

Beyond the Guildhall Gateway Centre

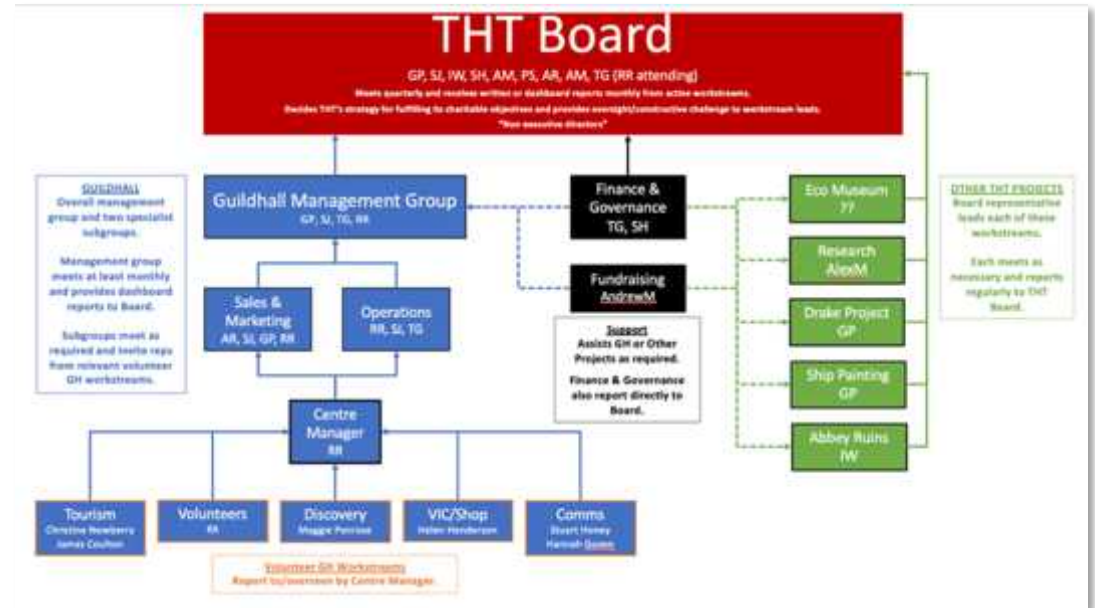
The structure chart also shows the THT's other projects. The attendance of other projects beyond the Guildhall Gateway Centre and involving partnership working and fundraisings, demonstrates that THT has made significant progress in establishing itself as an umbrella organisation for delivering heritage initiatives in Tavistock. THT is building both reputation,

capacity and resilience through increased partnership working and local stakeholder involvement. It also demonstrates the increasing demands on THT trustees. Non-Guildhall projects currently include:

- a preservation project for a recently discovered rare Tudor war ship painting, including working with Tavistock Museum to develop an exhibition explaining the Tavistock’s maritime history
- working with local conservation architects to help preserve the ruins of Tavistock Abbey
- working with St Eustachius Church to help them promote their heritage story and preserve 6th century early Christian memorial stones

“The formation of the Trust has meant that we have in many ways become the ‘go to’ organisation for heritage related projects in the town – THT Trustee

Tavistock Heritage Trust’s current board structure



8.3 Key risks & future challenges

As part of the final review process both project team and stakeholders reflected on future risks of the Guildhall Gateway Centre project.

The Centre Manager role has been identified by THT as a ‘single point of failure’ risk where short-term loss of this resource could mean that the Centre could not operate. There is an urgent need to build in some back-up for this role (to cover illness, leave etc) beyond relying on the same core trustees. While 1 FTE role is an improvement from the position at the start of the project, it is unsustainable for the long-term.

Staffing and the capacity of the Centre Manager to develop the offer. Having only one member of staff and relying on volunteers for the rest of the tasks may not allow the required time to be invested in developing the Centre.

A reliance of key people to deliver the operational phase, specifically those THT trustees with detailed knowledge of the project who act as THT’s Guildhall Management Group and put an extraordinary number of hours into the centre operations (GP, SJ, and TG).

Financial viability for the Gateway Centre, most significantly to TTC as a statutory body if THT is not successful in generating income. There is still some uncertainty in relation to costs and how they are apportioned. This project has come to a close at the same time as the business-as-usual operational phase has begun, which means some of this detail about apportionment of costs between THT and TTC remains untested. After the dramatic impact of COVID-19 on its finances, and the necessity for the unplanned TTC additional contribution of £175,000, it is recognised the Council does not have the capacity to meet additional operating expenses

in excess of the £35k annual allocation to support the operation of the Guildhall.

Building in resilience into the Guildhall Centre operation to ensure that the Gateway Centre can still be delivered in 10 and 20 years from now, including building greater resilience into THT operations and processes. There are no exclusive financial reserves for this operation.

Achieving the business plan objectives post three years of operating. The operational phase business plan is currently untested, although some income generating elements within it have been tested.

Future recruitment and retaining enough volunteers to enable the Centre to maintain the operating model of opening 5 days a week. The THT volunteer cohort currently has an older age profile and successful diversification of the volunteer cohort is yet untested.

Securing future funding for replacement and revitalisation of interpretation displays.

A challenge for the longer term is ensuring that the Guildhall is sustainable. As a visitor attraction, whatever is inside will have a limited life, and will need to be refreshed to ensure continued visitor interest. Layering the content using user friendly technology will be important. Planning and funding this refresh would ideally be firmly on the agenda in around five years from now, and trustee diversity will be crucial to help think bigger and broader about the building’s future, and driving it forward.

– V Volunteer

Future recruitment of THT trustees

There has been an ongoing need throughout this project for some of the THT trustees to be operational over the project delivery, deploying significant skill and expertise. This is not always a desirable trustee role.

The ability of the partners to develop a long-term, shared and sustainable partnership, particularly given the over reliance on a few key roles and individuals. THT is a relatively new organisation that has achieved a very great deal in a short time, but still has some distance to travel to build more capacity, resilience and identity.

Achieving the target footfall for the project (30,000 per year) is a significant challenge

“The Guildhall Centre, in its own right, is not and will not be a Visitor Destination Attraction that will always be Tavistock itself. This means that the Guildhall team will need to take a lead to develop the tourism offer for the town itself.” – THT Trustee

Adequate marketing, publicity, PR and stakeholder communication

This is vital to both attract audiences and develop the offer. Presently the annual marketing budget for 2022/23 is only £2k. It will be reputationally important going forward to ensure that both TTC and THT have a united and coordinated approach to dealing with Gateway Centre stakeholders, including via social media. There has been little coordination between the partnership on this to date, with no resource available at TTC. There has not been the time or resources to establish a joint marketing plan between THT and TTC to promote the ‘Heritage Quarter’ which includes TTC properties of Pannier Market, Butchers’ Hall, Town Hall and now the refurbished Guildhall.

Losing sight of the political objectives of this project in the future, given the reliance on key personal, mission drift is more likely. Ensuring the

building is used for both partners’ agreed ‘approved purposes’ will be crucial.

World Heritage Site involvement

There has been minimal support from the WHS office in relation to joint destination marketing over the project delivery, nor has the VIC been supplied with any updated marketing collateral to promote the larger Cornwall and West Devon Mining Landscape WHS. The strategic importance of Tavistock to the WHS is currently unclear, and there is a risk that the WHS may become more Cornish centric.

9 Project Financial Summary

The project was delivered within the 2021 revised budget of £1,935,497.

9.1 Project income

Tavistock Guildhall Gateway Project Funding, 2021

Source	£
Tavistock Town Council original as per NLHF Round 2	706,957
Tavistock Town Council, uplift July 2019	175,000
Tavistock Town Council, uplift Oct 2020	7,300
NLHF Round 2 Grant	817,800
DCMS Capital Kickstart Grant	130,890
Cornwall and West Devon Mining Landscape WHS	10,000
Devon County Council	7,500
West Devon Borough Council	16,800
THT contribution to website	3,000
Volunteer time	60,250
TOTAL* excluding VAT	1,935,497

*Note, this does not include additional funding received outside of the formal project (see next page).

An additional £290,490 of funding was secured over the delivery phase to complete the project. TTC increased its contribution by an additional £182,300 to help bridge the emerging funding gap as a result of cost pressures within the capital scheme.

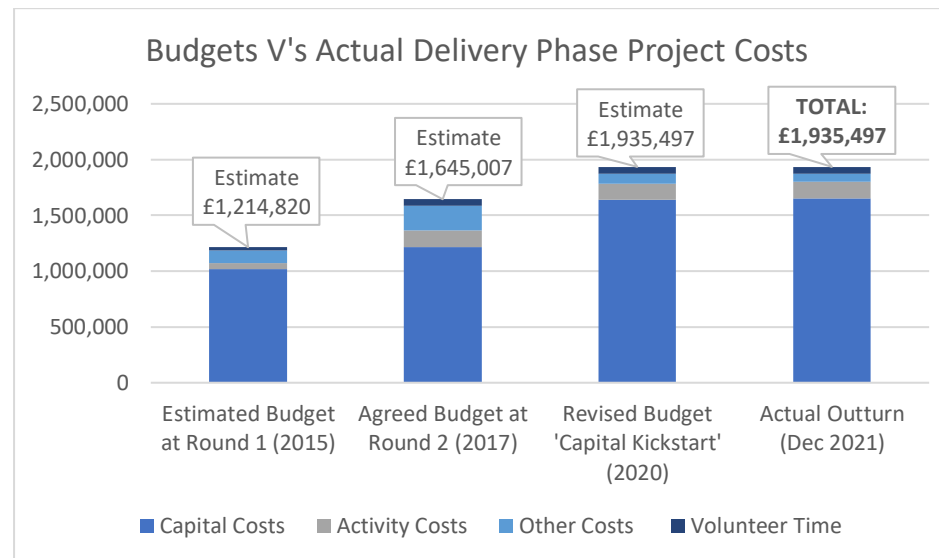
In 2021, TTC received a Capital Kickstart Fund award of £130,900 from the Government's Culture Recovery Fund in recognition of the pandemic delays and associated cost increases to deliver the Guildhall Gateway project.

9.2 Project costs

Original V's Actual Delivery Phase Project Costs

	Estimated Budget at Round 1	Agreed Budget at Round 2	Revised 'Capital Kickstart' Budget	Actual Outturn
Capital Costs	1,017,820	1,216,215	1,638,779	1,654,704
Activity Costs	56,500	149,842	145,499	145,499
Other Costs	110,500	218,700	90,969	75,044
Volunteer Time	30,000	60,250	60,250	60,250
TOTAL	£1,214,820	£1,645,007	£1,935,497	£1,935,497

The below chart also demonstrates the project cost increases compared with the Round 1, Round 2 and Revised 'Kickstart' budget estimates.



The total variation against the agreed Round 2 budget has been £290,490. When compared to the 2015 Round 1 budget estimates the variation is £720,677.

Additional grant funding

Additional funding for additional works related to the project but outside of the NLHF project scope were secured by THT. HB Allen Trust granted £60,000 to THT to help cover THT's Centre Manager staff cost. A further grant of £30,000 was secured from West Devon Borough Council towards the costs of installing audio-visual (AV) equipment in the Courtroom and Robing Room to run income-generating and educational activities. Grants were also awarded to THT from the Garfield Weston Foundation (£20,000) and The Hobson Charity (£10,000), which were used to fund the remainder of the AV costs and the conservation of joinery in the courtroom and robing room.

9.3 Financial management

The capital works were managed through a standard JCT form of contract, with monthly valuations by the project QS and issuing of the application for payment certificate by the Contract Administrator to the contractor. A 3% retention of the Final Account is being held by TTC and will be paid to the contractor at the end of the defects liability period in August 2022 subject to any defects being rectified.

The day-to-day management of the capital works finances in between monthly valuations was undertaken by the client lead (Deputy Project Manager), Contract Administrator and QS, with any resulting AIs (Additional Instructions) issued by the Contract Administrator. Significant changes to the agreed scheme, or requests to spend contingency outside of the working contingency contained within the agreed contract sum,

were brought first to the Steering Group and then to NLHF for consideration and approval.

The Final Account for the main build works resulted in an overspend of £17,755.59 against the revised capital Kickstart budget. £3,506 of this was funded from the remaining project contingency; the remaining £14,378 will need to be funded by TTC from its reserves.

Spending on the project's Activity and Other Costs headings were agreed and approved by the Project Manager. There were no changes to the revised Kickstart budget, or calls on the Kickstart contingency, from these cost headings except for a small saving of £2,977 on the interpretation fit-out, which was returned to the overall project contingency to offset the overspend on the capital works.

The Project Manager maintained budget monitoring records of all project costs and reported on these regularly to the Steering Group. These updates were used to inform regular updates to TTC members and to THT trustees.

Grant claims were submitted quarterly to NLHF, except during peak capital work activity, when monthly claims were made to assist TTC's cashflow.

The Town Council will commission a final audit of the project following closedown. More generally the extensive and ongoing value engineering required, requirements for additional council funding and continuing impact of coronavirus have made financial management of the project particularly challenging.

10 Evaluation Findings

10.1 Summary of performance against N HF outcomes

As indicated in the project’s logic model, many of the medium to long-term funded outcomes from this project will only be fully realised once the Guildhall Gateway Centre is open and the operational phase progresses. The table below offers a high-level overview of the main positive differences that have been evidenced in the previous sections of this report. These demonstrate the project outcomes that have been achieved before Centre-opening for heritage, people and communities.

0. . Outcomes for heritage

Outcomes for Heritage	Examples
Protected, preserved and its long-term future secured	<ul style="list-style-type: none"> ✓ Essential conservation and repair works are now completed to the building’s historic fabric. ✓ TTC has formally underwritten the operating and maintenance costs of the Guildhall for 20 years post completion. ✓ A management and maintenance plan is in place with TTC’s maintenance obligations funding through an established sinking fund. £12,750 is committed annually (TTC’s property maintenance reserves stand at £76,500 in 2021).
Better managed	<ul style="list-style-type: none"> ✓ The Guildhall now has a robust strategy for viable long-term use as an interpretation and visitor centre alongside a community venue, all under the property ownership of a public body, partnering with THT as a proven successful heritage organisation. ✓ There is now a more joined-up approach to the organisation of heritage activity in the Tavistock area, through the wider strategic aims of THT and its increasing capacity as a heritage ‘umbrella’ organisation (e.g., now delivering heritage initiatives with St Eustachius Church, Tavistock Museum, Abbey Remains project etc) ✓ TTC has committed to maintain an active involvement in the Guildhall Gateway offer through its 25-year Service Level Agreement with THT and specifically its commitment to maintain the offer by underwriting elements of the Guildhall’s ongoing operating costs. ✓ TTC’s ownership of the refurbished Guildhall, along with the ownership of the historic core zone of ‘Bedford’ buildings, has enabled a consistent management and maintenance approach.

Better understood and appreciated by more people	<ul style="list-style-type: none"> ✓ The completed programme of activities, including the VIC, a schools' programme and volunteer-led tours has improved awareness of the building and its story within Tavistock's wider heritage. ✓ The newly installed interpretation scheme now tells the story of Tavistock as an urban jewel of the Cornwall and West Devon Mining Landscape World Heritage site.
Better identified/recorded	<ul style="list-style-type: none"> ✓ Research and condition reports commissioned as part of the project's development, together with formal recording of works during the construction phase (e.g., medieval fireplace discovery), add to the written and photographic record of the building and knowledge about the Guildhall. Some historical objects discovered as part of strip out works have been put on display in the Centre entrance. ✓ The oral history project has captured people's living memories of the police station, which has increased the knowledge of the building's modern history and use.

0. .2 Outcomes for people

Outcomes for People	Examples
People have had an enjoyable time learning about heritage and have developed skills	<ul style="list-style-type: none"> ✓ Students participating in the school's programme have learned about the significance of the mining landscape of Cornwall and West Devon and why is so internationally significant. They have learned how the Dukes of Bedford planned Tavistock and created its architecture and how policing and the justice system has changed since the Victorians. ✓ A range of bespoke informal volunteer training has been delivered to support volunteers who offer their valuable time to the Guildhall Project (e.g., customer service, delivering a school's learning programme, tour guiding, research skills) alongside more formal first aid, dementia awareness training and oral history recording skills. 54% of surveyed THT volunteers said their gains in skills and knowledge has been 'Large' or 'Very Large' as a result of this project. ✓ Volunteers have had an enjoyable time on group learning visits to places like Morwellham Quay and Bridging the Tamar Learning and Visitor Centre, Tavistock Museum's behind the scenes tour, to widen their knowledge and experience. ✓ A 'Kickstart' apprentice has gained in skills.

	<ul style="list-style-type: none"> ✓ Project team feedback shows people have further developed skills relating to heritage, governance and strategy (e.g., working with trustees, interpretation development, communication skills, partnership and collaboration skills, mediation and negotiation skills). ✓ Audience feedback shows that people have had an enjoyable time across an art exhibition, family day and a programme of online talks, as well as walking tours.
People will have changed their attitudes and/or behaviours	<ul style="list-style-type: none"> ✓ Special relationships have formed with local teachers and Discovery Team members. As a result of the quality schools' offer and enthusiastic volunteers, teachers are now incorporating the Guildhall heritage into their lesson plans, and school visits are planned for the New Year. ✓ Local community groups are embracing the importance and significance of Tavistock's WHS status in practical ways, such as the local West Devon Beavers, Cubs and Scouts partnering with THT to launch a new heritage badge to celebrate West Devon as a WHS through activity programmes, awards and badges.
People have volunteered time	<ul style="list-style-type: none"> ✓ This project would not have been possible without significant volunteer effort. By project end, approximately 60 volunteers including THT Trustees have volunteered in excess of 2,000 days. When NLHF contribution figures are applied to this, the financial value of the volunteer contribution is in excess of £460k. This far exceeds the original intentions. The majority of the volunteer hours have been in the Visitor Information Centre.

0. . Outcomes for community

Outcomes for Community	Examples
More and a wider range of people will have engaged in the heritage.	<ul style="list-style-type: none"> ✓ Improved physical access of the building has been provided through the introduction of two new lifts and a new accessible toilet within the Guildhall. ✓ The Discovery Team have worked hard to ensure the new target audience of local schools and family groups (with young children) can engage in the Guildhall in ways that meet their needs and interests e.g., Scout, Cubs and Beavers heritage badge and bespoke school session. Already over 300 students have engaged in Guildhall activities. ✓ Tourists, as a target project audience, have also been engaged within the VIC, through over 30,000 footfall visits made to the VIC over the project. Tourists are supported by trained Visitor Information Assistants

	<p>with signposting and information which communicates the heritage significance of Tavistock and its role within the WHS. Additional tourists have been supported via phone and emailed enquiries.</p> <ul style="list-style-type: none"> ✓ Through the volunteer programme, 60 local people have been able to participate in their heritage, including those volunteers who want to develop their careers or gain work experience (THT do not currently collect age, ethnicity or socioeconomic background data from volunteers).
Better place to live and visit	<ul style="list-style-type: none"> ✓ Even before opening, the Guildhall programme of activities and events has engaged over 4,000 people in fun and relevant heritage related activity, improving the offer of things to do in Tavistock and ways for people to participate in Tavistock's heritage, making the area a better place to live and visit. ✓ The Guildhall is already attracting significant interest as a community venue, with one community group holding their AGM in the courtroom the week before opening.
Environmental impacts will be reduced	<ul style="list-style-type: none"> ✓ Capital works included insulation of roof spaces and refurbishment of windows and doors to reduce draughts, a new efficient boiler, low energy lighting and low water use fittings. All these will greatly reduce the environmental impact of operating the building.

10.2 Key successes

Delivering on intentions

Given the significant financial uplift throughout this project set against a backdrop of a pandemic, Brexit and all the related supply issues and delays, the key success of this project is that it has delivered well against the original intentions of the scheme. This has been close to the overall budget because of effective value engineering (circa £450k worth of savings) and the success of securing additional funding.

The project has succeeded in converting a building At-Risk with significant access challenges into a user-friendly space that will benefit the community, local tourism and the status of Tavistock as a destination.

The Guildhall has been a magnificent project bringing together the Tavistock Town Council and the town's Heritage enthusiasts to create a wonderful attraction together with renovating a historic building in the centre of our town; itself a World Heritage Site. The whole project will help enrich the area for towns people and visitors for years to come and every organization and individual involved in its creation should be justifiably proud of what they have achieved – Mr Andy Hutton Tavistock Town Council Mayor

Flexibility and dedication of capital scheme team members

Dedication of members of the professional support team and the flexibility of the main contractor, as outlined in the capital review, has also been crucial to the completion. The team's ability to think 'out of the box' and collaborate effectively with professional partners and the main contractor secured a viable scheme when the unexpected occurred. The capital scheme could not have been delivered in all the circumstances without TTC's General Manager. His skills, expertise and leadership in relation to capital projects is a unique organisational resource.

Commitment of the project team to deliver

There were some very supportive and effective relationships amongst a highly committed team.

"This project has met more than a few significant challenges. The fact that the project has succeeded in getting to where it is today is a testament to the strength, doggedness and huge willingness by key people, both within TTC and THT to see this project deliver. Many people didn't stick it out to the end, and most projects with this level of challenge would have folded by now. It's an incredible achievement of human relationships and something to be very proud of!" – THT Trustee

A relationship forged on a common interest

There is now a stronger partnership between TTC and THT. At the development of this journey the relationship was unforged and at times turbulent with people pulling in different directions. TTC was asked to put its faith into a new organisation that was unproven, and some councillors were uncomfortable about how decisions would be made within the partnership. However, as the Guildhall project offered such an important opportunity for the town's heritage and economy, TTC pressed on accepting the risk. The relationship has matured and improved significantly as the Guildhall project has progressed. Sharing a common interest has meant that the two organisations have got to know each other better, building on mutual confidence and respect as a direct consequence of working on a joint and demanding project. This cohesion is a strong statement to the community of the future of the partnership and the Gateway Centre.

THT volunteer and trustee commitment and input

The extent and range of input of both trustees as well as some volunteers has been exceptional. The in-kind value of volunteer input far exceeds what was originally anticipated.

Continuity and support from NLHF monitor and mentor

The continuity of monitor Paul Mercer meant that the journey taken with NLHF as part of the earlier and overlapping Townscape Heritage Initiative scheme made working with NLHF easier as some understanding and expectations and working processes were established. Paul's detailed knowledge with the capital scheme was helpful. The project was fortunate to be assigned a separate project mentor, Laura Hetherington, whose input and support to the interpretation scheme was invaluable. The Heritage Fund team was also very helpful in building the case for the cultural recovery funding.

"Having a Monitor who fully understands the challenges relating to such a complicated main build contract core of project costs and is willing to delve into the detail to discuss options and approaches was immensely helpful" – Wayne Southall TTC General Manager and Project Build Works Lead

Project Manager's NLHF project experience and flexible approach

The Project Manager had a good working relationship with the NLHF monitor, mentor and the investment manager, and served as an effective primary contact. The reporting and payment requests went smoothly in accordance with NLHF and TTC requirements; this included increasing frequency to monthly drawdowns at the height of the main build contract to assist the TTC's cashflow. The Project Manager's flexible approach and NLHF experience was highly valued in supporting the delivery of the activity and interpretation workstreams, as there was little in-house experience or expertise in these areas.

"Carrie was prepared to go above and beyond her paid role and as Chair of the Trust I found her advice, experience and support invaluable" – THT Trustee

The recruitment and retention of the Centre Manager and decision to make this a full-time role

This decision acknowledged the significant range of tasks to be carried out within the role, from the complexity of administering and growing the volunteer cohort and delivering to the project's approved purposes, along with income generation from the premises and ensuring an optimum visitor experience. THT recognised that a part-time position would not have acquired and retained such a proactive, committed and commercially minded individual. The full-time 2-year post was able to be funded from re-allocating existing 'unused salary' monies originally for the development officer role and topped up by successful THT grant funding.

The re-establishment of the Visitor Information Centre

The effective reinstatement of the VIC operation and eventual inclusion inside the Guildhall, along with the committed VIC volunteer base, has widely been accepted as a key success of the project. This was a late development in the Round 2 project planning, suggested by the THT.

"The success is purely due to the hard work and perseverance of certain THT Trustees and a newly recruited team of volunteers who continue to be dedicated to providing an excellent service both to the town and its visitors." – THT Trustee

The substantial financial commitment of TTC towards delivery

The commitment of TTC to making this project happen is far more than projected in the initial stages both in terms of organisational capacity and financially, which may take some years to address. The financial commitment has extended beyond their original Round 2 funds, to include further uplifts that responded to emerging funding gaps as the project encountered significant challenges.

A well-received activity programme with a strong learning outcome

The educational benefits evidenced from this project, even before opening, are impressive. The Discovery Team have delivered above and beyond the Activity Plan scope, pivoting their efforts around COVID-19, with an emphasis on maintaining special relationships not only with schools but other community youth groups. The quality learning offer now available within the Guildhall has been embedded into many of the local schools.

The project has successfully delivered on the original vision DHBT identified for the Guildhall over 10 years ago. From our community consultations we knew it was vital to find a use for the building that would make it available for the public, just as it was in the 1950s when it first opened. What is especially good about this project is that heritage lottery investment has enabled an even broader offer beyond DHBT's original ideas, which is the educational side. The WHS Key Centre offer and activities THT are developing with schools and youth is a very exciting outcome. – V Volunteer

West Devon Borough Council early input

Although the financial commitment from the local Borough Council has been modest, their early effort towards achieving the vision was significant. Without WDBC establishing a WHS key centre working group over 10 years ago this project might not have been delivered at all. Early input from the WDBC's Economic Development Officer was also very helpful.

Availability of administration support within the client team

The availability of the client administration team within TTC to assist with the practicalities of relatively simple tasks such as ordering items, paying invoices and financial administration, has been immensely helpful. Projects can sometimes struggle with these tasks, and they can often be

much more complicated and protracted if there is not the client-side support.

10.3 Main issues and challenges

Funding issues

This project has suffered from chronic underfunding across all workstreams, most critically the capital in relation to tender returns. The full costs of delivering this type of project, where interpretation, activities and partnership working are at its heart, were not fully anticipated at either the Round 1 or the Round 2 stage. This has resulted in a continued need to find alternative funding pots in order to complete the project. With costs capped in order to secure NLHF funding, there are now foreseeable financial challenges post project.

Direct and indirect impact on TTC

Accompanying a lack of funding has been an expectation that TTC will make up much of the shortfall. The insufficient funding plan for the project has also meant there has been circa £100k of hidden costs for TTC in relation to this project. This includes the extent of officer time drawn into the project (e.g., estimated at 75% of TTC General Manager's time). Pressure at Round 1 to take out professional fees to meet funder expectations meant that the TTC General Manager was acting as a project manager for the capital workstream. Delivering this project has put a huge strain on TTC capacity, accompanied by a lack of understanding by stakeholders, both internally and externally, regarding the medium-term fallout.

"In particular the increased costs involving emergency drawdown from the General Reserve, followed by the subsequent compounding impact of the pandemic on council income streams and staffing levels, has placed immense strain on council finances and capacity which are expected to continue in some form for the near mid term" – arl Hearn TT Town lerk Project eader

Key worker risk

Throughout the project there has been an over-reliance on key personnel at both TTC and THT. Key risks have been TTC's General Manager as build works lead and THT's Centre Manager. Key worker risk was a flow-on effect of the project generally being under-resourced. There has also been an over-reliance on THT trustee input.

"It's so lovely to see the Guildhall coming back in use and the team have done a good job. A concern of mine has always been the unreasonable expectations on volunteer workload to keep this Centre going. [being a trustee was essentially a full time job. Several of us turned ourselves inside out to meet deadlines, not merely spinning multiple plates but trying to get them to spin in the first place! The complexities of working with local government and a large new volunteer base in the context of a NLHF project, all while trying to address long term funding arrangements were immense." – Former THT Trustee

Insufficient project structure and lack of clarity around key roles

The over dependence on a few individuals contributed to a lack of clarity around project management roles. In hindsight, it was felt that the project didn't always follow project protocols as there wasn't enough structure. People have had to work outside their scope at times to deliver this project in difficult circumstances.

The consultant Project Manager became increasingly less involved in key aspects of the main build works contract, such as procurement, cost approval, performance, and risk management. At times, aspects that might have been considered part of the contract administrator role was undertaken by the TTC General Manager. There were some duplications, confusion and at times frustration within the wider team surrounding roles and responsibilities, project governance and not being clear who was leading on or responsible for decisions. This was not helped by the relentless need to constantly manage and respond to change and regular

on-site supervision requirements. While governance has been considered adequate by the project team, it could have been improved. However, the unforeseen impacts of major and continuing VE, COVID-19 disruption and Brexit supply chain issues presented substantial challenges, which were ultimately addressed and overcome through the strength of the wider delivery team.

Time was ‘lost’ early in the project

Preparing for the NLHF ‘permission to start’ was a huge journey for this project. When looking at the wider project programme, valuable time was taken up in early stages by spending a disproportionate amount of time on relationship issues between TTC and THT around iterations of lease and service level agreements and problems agreeing project governance. Factors contributing to a protracted process were also the fact that THT were establishing itself as a trust. TTC committee structures and set timescales also had to be factored in to allow members to take important decisions and this couldn’t be rushed. All of this had a direct impact on creating an overly ambitious capital programme.

Programme slippage and contractor delays

As outlined in the capital review, the delivery phase has been impacted heavily by contractor delays, some clearly due to the pandemic and others less so. Value engineering and supply issues related to Brexit all played a part. In the period after contract completion, from August to December 2021, onsite performance to complete agreed additional works was frustratingly slow and impacted negatively on the Centre Manager’s ability to prepare for opening.

Council member involvement in decision-making

While it has been immensely advantageous for TTC to have in-house technical skills available in the General Manager to lead on the capital scheme, it has also had ramifications for member involvement. Proposals for significant scheme changes were considered by TTC Members, such as

removing the rear extension work as part of the VE, however, it was acknowledged that the practicalities of involving members in time-sensitive decision-making was extremely complicated. This was due to the context of contract management against the backdrop of weekly and sometimes daily VE decisions, as well as the need to factor in the close operational input and monitoring from the NLHF as a key stakeholder.

“During the VE there were numerous meetings which took place between council officers and contractors, these were often arranged at very short notice and involved a high level of technical detail with many outcomes needing to be incorporated in design and be costed immediately. If time had been available to convert the technical changes into a format member representation could visualise these could have been the subject for discussion at additional meetings.” – Ilr Harry mith

Council members received quarterly progress updates from the project manager, also updates as well as standing item reports from the clerk and general manager at every Council meeting (and most Budget and Policy committee meetings) which each meet on an approximately 5 weekly basis as well as detailed reporting within the General Managers report to Council meetings. With the exception of major issues of funding and project scope, delivery of the project was delegated to Council officers to minimise delays.

Partnership challenges

Partnership working was turbulent in the early days of the project, and there have been many challenges since then. Key contributing factors adding pressures to the relationship were identified by the project team and stakeholders as follow:

- Poor communication and transparency at times, making planning more difficult,
- THT as a new developing organisation (and its predecessor Tavistock Heritage) has had five different Chairs. This evolution

has sometimes presented in new directions and a changing approach.

- The lease and SLA terms of agreement have at times been perceived to be interpreted in the ‘letter and not spirit of the law’.
- The partnership approach is a ‘tenant’ and ‘landlord’ agreement which does not always work well to drive behaviour and has discouraged partnership working at times in the view of THT, who have found the legal documents unnecessarily complicated.
- There has been some inability to anchor the partnership aims and objectives and agree a common language and approach.
- There has not yet been any significant joint promotion and marketing of the project between partners. This function could have helped in aligning the partnership.
- There have also been challenges in separating the strategic trustee role from that of operational activities sitting with the centre manager.
- There has been a disproportionate ongoing delve into operational minutiae. The capital delay has meant that the THT and TTC Officer’s business-as-usual relationship has also been delayed, so at project end this is still in its infancy. This relationship is where the operational minutiae should sit.

Some of the later strains in the partnership relate back to the early emphasis on risk aversion by TTC, when the legal structures were put into place. The legal team were naturally risk averse, so many blockages were created at this stage. While things were ironed out to a certain extent to progress the project, some issues have not yet been resolved. The approach to risk has been very different for each organisation. In order for these types of partnerships to really flourish there has to be some considerable willingness and foresight to take on and manage risks.” – THT Trustee

“We were expecting to develop a partnership agreement; a holding hands together approach. Instead, TTC wanted an arm’s length commercial relationship, with a full blown commercial lease where THT were irrevocably committed for the next 10 years. This felt like a fundamental mismatch. It was difficult to hold the trust together at that point and the whole project came very close to failing. All of this was exacerbated by the fact that THT, by definition, needed legal advice we obtained a quote at £100k but being a new Trust had no resources and no provision in our HLF funding for legal services.” – Former THT Trustee

*“The challenge throughout has been to balance the relationship between the partners whilst acknowledging the largest financial contribution to the project is from the ratepayer. The proposals evolved with each of the chairs to THT from THT seeking a very strict contractual arrangement through to a desire for a looser agreement. The lease sla in its current form was agreed with NLHF as the most appropriate way of providing both the certainty and flexibility needed, for the partners and the ratepayer, to support the project” – Carl Hearn TTC Town Clerk
Project Leader*

Interpretation issues

As detailed in the interpretation review, there were issues around unclear roles and responsibilities in relation to the script writing process, as well as issues with the quality of some aspects of the interpretation scheme fit out, which resulted in several snagging reviews and last-minute fixes. Significant research and curatorial input have been deployed from the client-side to secure a quality visitor experience of the interpretation. This was not anticipated at the delivery outset. Some of the challenges with the interpretation stemmed from the Round 2 development stage, where insufficient time and attention was given to reviewing and signing-off proposals, and which was problematic due to capacity and skills available

within the client team who had not commissioned such significant interpretation before.

Drift from original vision

The final output of this project has some key differences from the original intentions. The reconfiguration at Round 2 to give THT the ground floor rooms previously allocated to TTC to include the VIC (when TTC decided it might not be fully relocating to the premises), together with the value engineering during the delivery phase, has meant that overall:

- The concept of the scheme to have new construction work providing external space for THT welfare as well as improvements to the rear of the building was not delivered.
- The relocation of the THT welfare space internally has meant the scope for TTC is reduced, with no public facing TTC council services being able to be offered.
- There has been a temporary suspension of partner services aims (to provide a convenient access to a range of public services through a one-stop-shop), which was an NLHF approved purpose. This temporary suspension reflects the current commitment of prospective public sector delivery partners to retaining their existing presence contingent on the pandemic.
- There are on-going challenges around establishing usage within the Guildhall for TTC as a meeting space.

“When I look back and compare the scheme as first proposed and the scheme we have achieved, but for financial restraints we could have had a much enhanced end product. The idea of incorporating a public facing provision of joint local public services was an ideal solution to a central public enquiry point. Although the Town Council can still meet that need it will have to be delivered on a different basis. Stepping back from the possibility of all Town Council staff being able to be accommodated in the Guildhall Complex has ended in an

unwelcome fragmentation in my opinion. The inclusion of a lift shaft at the rear of the building divided opinion. I regret we had to lose that element as to me it represented a focal point as you drive into the town along Dolvin Road. – Ilr Harry mith

Project fatigue

The 20 months added to the delivery of this project has been draining on the entire project team. For many of the individuals involved in this project, their participation in the initiative to find a new sustainable public use for the Guildhall stretches back beyond the NLHF project and has been ongoing for over a decade. Securing project funding was a very protracted process, with the Round 1 HLF application being made in 2015, and an unsuccessful R1 even before that.

10.4 lessons learned informing future practice

A review exercise was undertaken near project completion to capture learning gained by the project team in delivering this project. The following reflections encompass learning from good practices and approaches that will be repeated, as well as advice for the future.

Recruiting and fostering a strong consistent core team is vital

A lesson learned in ‘how’ this project survived and delivered in spite of the immense funding challenges and associated VE challenges (against a pandemic backdrop) was the importance of a dedicated and skilled core team. Their shared commitment to delivery was a key driver in successfully overcoming numerous barriers. Team members needed effective co-production and negotiation skills to help develop trust and understanding. This project has also highlighted the importance of having continuity of key Council Members who can develop and maintain a detailed understanding of the project alongside delivery.

The benefits of ‘local’

This project has demonstrated the benefits of appointing local competent contractors and establishing mutual understanding around work practise and trust which then engenders goodwill and flexibility on all sides. The project also highlighted the importance of having a client-side site managing presence in-situ throughout the pandemic lockdowns (this was TTC’s General Manager). Having the same local contractor working on the Guildhall project and the Townscape Heritage Initiative public realm works facilitated valuable synergies during the pandemic, enabling them to stay on site.

Ensure organisations are ‘project ready’

This project could have benefited substantially from investing more attention at the start of the project to consider the detailed implications and resources of how the Guildhall Centre would operate. A more robust

assessment of THT’s ‘organisational readiness’ and resilience to take on the responsibilities of this project would also have been useful. This is an area where more practical support and mentoring from NLHF would have been helpful.

Realism and discipline over project scope and budget

This project has suffered from chronic underfunding across all workstreams from the start, especially the capital programme. Advice to future projects as a warning is to examine costs more closely and be aware of the difficulties that arise when there is not adequate time built into the Round 2 submission process and pre-tender stages to fully re-evaluate estimates.

As part of project readiness, this project could have given more attention at the development stage through a funding strategy to undertake such a major NLHF project, including the importance of adequately resourcing a comprehensive interpretation and activity programme.

*The true costs of delivering this type of project, where interpretation, activities and partnership working are at its heart, were not fully appreciated or anticipated.” – arrie logg
Project Manager*

Foster partnerships as early as possible with clear expectations

The partnership between TTC and THT has had turbulence, exacerbated by differing opinions of the partnership approach. Some THT trustees would have preferred working arrangements between TTC and THT to have been articulated differently than in the form of a lease and SLA. The delivery of this project and the Guildhall Centre is predominantly based upon good working relationships between the partners. The partnership would have benefitted from more transparency, effective communication and agreed behaviours. Informal meeting arrangements could have been explored to help partners collaborate.

Issues around the SLA and lease

The NLHF requirement to have these documents agreed and signed to proceed to delivery phase (3 years ago) has meant that some THT trustees feel these are already out of date in some areas. There was no Round 2 project budget allocated to support THT in funding their side of the legal fees, which was a considerable oversight as this put the community partner under financial pressure to fundraise for this. For TTC to develop these documents with a community partner who was in the embryonic stage of development was challenging and the amount of time (and cost to TTC) on iterations relating to these was totally disproportionate to the project for both partners.

THT needed more money at start-up

Setting up a charity is expensive, and some THT trustees felt they should not have needed to rely on donations initially. It would have been helpful to have been permitted to include for resilience/set-up costs as part of the Round 2 development grant and/or delivery grant applications.

Clear understanding of roles to support effective partnership working

Communication was not always clear around roles and responsibilities. In future take the time to update reporting lines if required and make all project team members aware. Some THT trustees have felt that there was not enough consultation with THT at both the design and latter stages of delivery to ensure the tangible components of delivery would be workable, particularly with volunteers. Similarly, it has at times been difficult for TTC to identify who within the Trust is the dedicated point of contact on a particular issue.

Allocate an adequate professional marketing budget

A marketing budget was needed that was commensurate with a visitor attraction that is aiming to attract 30,000 visitors annually.

Training needs assessed

Formal training for both council officers and trustees to deliver such a project could have been extremely valuable and should have been given early consideration e.g., training that would support sustaining the centre operations.

Manage change against success criteria

While this project has largely delivered on original intentions, there remains a difference between what TTC have now compared to what they originally signed-up for and associated cost. It may have been advantageous to better manage project changes against a rigorous set of success criteria for TTC.

Ensure there is proper reporting on the project's critical path

Some team members found it difficult to have timely transparency on the project's critical path, in relation to the capital phase. Reporting could have been improved in this area.

Secondment funding

Additional funding for TTC could have been considered in recognition of the fact that in delivering this project (overlapping with another NLHF project; the Townscape Heritage Initiative) the General Manager has effectively become a secondment to both projects and there is now approximately 2 years of core catch-up of service objectives within TTC to be delivered. The 2 NLHF projects should have been staggered so they did not run at the same time.

Interpretation issues

As raised in the interpretation review section, a key lesson has been that the Steering Group needed clearer understanding of expectations in relation to the interpretation consultants. In hindsight, both consultants in the partnership should have been required to attend an interview for the interpretation scheme delivery consultancy, so that the recruitment

panel could have drilled down into more detail of how the consultants would approach the assignment, how much input each team member was delivering, and what they were expecting to be delivered on the client side.

When there is no in-house curatorial resource, projects need to be clear about the process for curatorial input. The client team had not commissioned such significant interpretation before. More support and advice here from NLHF could have been beneficial. This project was fortunate to have some curatorial skills within the Project Manager and THT volunteers. Curatorial input was needed to champion the needs of the end-user, ensuring what was delivered was meaningful, relevant and effective. A clearer process was needed earlier to clarify interpretation outcomes and bridge the factual research with the emotional, intellectual and access needs of a broad audience.

Recruiting key staff earlier

It would have been more helpful to the project to be able to have engaged a paid Centre Manager much earlier, rather than having the Development Officer role, which didn't gain much traction. One person at the start of the project could have fulfilled the role of development and centre management. Trustees generally felt that having this proactive, confident, and commercially-minded individual earlier would have made a huge difference in the efficiency and fluidity of the project, and better supported the trustees.

Some activity started too early in this project

On reflection, some of the benefits of the early audience engagement activities were not as fully realised as possible because they were undertaken before some key project deliverables were in place. Trying to build engagement and awareness in a project when the venue is not yet available and there is no branding (no logo or dedicated website) was difficult. At the time, the Trust was not well positioned to take on the role

of line managing the Development Officer as it was still establishing and developing itself as an organisation, so this role was not very successful.

Having the project evaluator on board from the start

The project team recommend bringing an evaluation consultant on board from the start of the project. As well as helping to focus on outcomes, it has enabled good relationships and trust to be established.

11 Appendices

11.1 Appendix – Project logic model



11.2 Appendi 2 – takeholder feed ack schedule

Evaluation Intervention	Respondents	Notes
Project Steering Group final review workshop and pre-workshop questionnaire	7	
THT trustee end-of-project questionnaire	6	
A final review workshop with core members of the Capital Delivery Team pre-workshop questionnaire	7	
1 to 1 phone call feedback sessions with selected core team members	5	
Phone interviews with key stakeholders	3	
Requests for comment (via email exchanges)	1	Another 6 people have not yet responded
THT volunteer surveys	22 (in 2021) 27 (in 2019)	An overall poor response given the circa 60 volunteers.
Volunteer phone interviews for case studies	2	
Oral history recording assessments by oral historian	1	
Teacher feedback forms	7	
Youth project participant feedback	6	Survey work was done 'before' and 'after' to show changes
Pupil feedback across school programme (written)	117	28 from outreach project, 81 from town tours, 8 from in-depth project
Family day survey (face-to-face)	23 (of 40)	
Art exhibition entrant feedback including associated print workshop	12	10 adults and 2 students from printmaking workshops
Online events/talks feedback survey	15	
	TOTAL 261	

Outside of this evaluation consultant led work, there has also been feedback gained from several groups by the Centre Manager and Discovery Team from pilot tours occurring in the lead up to opening (October and November 2021). Some of these quotes are also used in this report.

11.3 Appendi – Emerging interpretation outcomes

Early visitor feedback on interpretation

In the lead up to opening some pilot tours did occur. Over 70 people have been through the building as part of either ‘sneak peek tours’ from Heritage Open Day in September or soft testing groups to assist in steward training. Unfortunately, all of these have been during building works and interpretation fit-out or snagging. The feedback on the general transformation has been overwhelmingly positive, with most people having a prior knowledge of the project. Specific to the interpretation, it is too soon to assess the visitor views robustly, however the following provides an emerging snapshot.

“We all thoroughly enjoyed it and were quite staggered by what was inside the building. I thought the information displays were extremely well presented, the cells were fascinating and gruesome! and we were all surprised and delighted to see that the courtroom had been preserved in its full glory. I would particularly like to thank the whole team that looked after us, you were all so enthusiastic and knowledgeable and we were touched that they, and you, were prepared to give up an evening to host us. We would love to come back again when it is complete.” – local Rotary group Visit

“Feedback from members has overwhelmingly been positive. We were all impressed by the improvements and the potential the Guildhall now has to offer for the local community and visitors to Tavistock.” – local Rotary group Visit

“Some of the text is quite small and some quite low” – Tavistock local History society Visitor

The Discovery Team arranged for a local Cubs group to visit in November for a question trail tour and activity session focussing on the cells. A feedback exercise was undertaken near the conclusion of the visit. The below results provide a snapshot of the impact that the physical and person-to-person interpretation can have with young people.

What I felt	What I learnt
<ul style="list-style-type: none"> • Surprised • Scared • Shocked • Bored in the cell, like I was a prisoner. • Mischievous • Engaged • Tortured • Locked in • Excited to try something new, Kind of scared a bit 	<ul style="list-style-type: none"> • Not to be naughty • I like being locked in the cell • I learnt about floods • That it is old • History is ok sometimes(!!!) • All about arsenic • How to unpick a rope • That rocks are fun • You can be put in jail • To write with a scratchy thing • If you steal bread you have to unpick a rope (hard labour)

11.4 Appendi teward training approach

Steward Training Process (pilot approach)

INTERPRETATION TRAINING: Initial talk on interpretation is. What it is trying to achieve and what the Guildhall in general will offer to visitors.

ONLINE TRAINING SESSION: Extensive virtual walkthrough on each panel of the interpretation.

INITIAL WALKTHROUGH: Orientation tour with Centre Manager (CM). Mostly for showing people around but also to marry up the two previous sessions to being in the space.

PILOT WALK UNDER SUPERVISION: Opportunity for stewards to walk another steward/s through the site. A practice run where CM is on-hand to offer guidance and answer questions.

UNSUPERVISED VOLUNTEER WALKTHROUGH: Same as above but with CM meeting them at beginning and end. This walkthrough is done with other volunteers, both stewards and other volunteers.

UNSUPERVISED GROUP TOUR: Public tour. These always occur with a minimum of one steward leading and one “back marker” offering support to the leader and stewarding the group.

11.5 Appendi – chools programme offer

Taken from draft Guildhall Centre website text

Our school sessions take place in the new Guildhall Gateway Centre. Our volunteers will welcome your group and make sure are looked after. The following sessions take about 2 hours. For those schools wanting to stay for a day, we can offer additional activities including a game in the Meadows, a town trail or a teacher led trail around the centre. The following sessions are available:

Drake's Pirates - Fun for EYFS children based around the voyages of Sir Francis Drake with a 'pirate' theme. Linked to the Foundation Stage curriculum, these sessions will offer the children the opportunity to take part in simple mapping and treasure hunt activities, hat making, story time and role play.

Tavistock Buildings KS1 - A session that inspires children to look at Tavistock's interesting buildings. Learn about shapes and create your own street scene using nets. Do jigsaw puzzles of important places in and around Tavistock. Explore buildings through free play with wooden blocks or explore the town with our fun 'blue plaque' trail.

Down the Mine KS1 - Children will hear the Tinnens story and develop it through role play and song. They will explore the geology of our area through rocks and minerals, a thought provoking and creative 'name your rock' game.

Mapping session KS2 - Children will explore the mining World Heritage of West Devon and Cornwall, and how this connects to the wider world through maps. Solve mapping challenges using co-ordinates. Find out about Tavistock history, play an exciting Bingo game and discover the impact of copper mining throughout the world.

Our Mining Heritage KS2- Discover the mining history of Tavistock and the Tamar Valley. Investigate how the types of rocks were used to create the vast wealth of the town. Learn about the machines invented to mine safely deep underground. Imagine being a miner, hear the stories; picture yourself in their difficult and dangerous world. Create your own stories and have fun playing 'shaft and ladders'.


Crime and Punishment for KS2 - Students will consider the impact of crime through primary source stories of crime through the ages, experience the misery of the cells and drama of the courtroom.

Inspiring KS3

- Use our courtroom to look at different points of view and right and wrong. We have scripted courtroom activities and role play resources.
- Use our walk-through guildhall learning tour to develop your own historical enquiry and research.
- Use our building to inspire your own arts and crafts projects or talk to us about using the courtroom as a performance space

We can create bespoke sessions linked to your own topics and learning objectives.

11.6 ample teacher feedback forms



Tavistock Guildhall Gateway Project- Teacher Feedback Form

Can you please take a few minutes to tell us how we did?

Name: Date: 27/11/19

School: May Tavy and Beator Class: 3

1. For each of the below please tick which word best describes...

	Inadequate	Requires improvement	Good	Outstanding
• the quality and appropriateness of the activities that we offered	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• your students' attitude, engagement and participation with our activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• the progress made by most students through our activities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• how well we linked to and supported the curriculum	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• the knowledge, skill and enthusiasm of the people delivering our activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

2. What key ideas or concepts did your students actually learn from their workshop today?
How to make 3D shapes from nets
Historical content


3. What other benefits did your students gain from the workshop?
Team work
Historical information of local events/buildings

4. Can you suggest any improvements to the workshop? Perhaps ways to better support student learning?
Longer to complete the activity


5. If you feel we did anything particularly well can you please explain what it was and why?

6. As a result of the workshop today, how likely are you to...

	Extremely unlikely	Unlikely	Neutral	Likely	Extremely likely
• embed aspects of Tavistock's heritage into your curriculum in the future?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
• recommend these sessions to other teachers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>



 Thank you for helping us improve!



Tavistock Guildhall Gateway Project- Teacher Feedback Form

Can you please take a few minutes to tell us how we did?

Name: Date: 10/09/19

School: MARY TAVY + BEATORIC PRIMARY Class: 3

1. For each of the below please tick which word best describes...

	Inadequate	Requires improvement	Good	Outstanding
• the quality and appropriateness of the activities that we offered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• your students' attitude, engagement and participation with our activities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• the progress made by most students through our activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• how well we linked to and supported the curriculum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• the knowledge, skill and enthusiasm of the people delivering our activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

2. What key ideas or concepts did your students actually learn from their workshop today?
THE HISTORY OF HOW TAVISTOCK WAS BUILT (GRAVE MARKS)
THE HISTORY OF THE GUILDHALL
LOCAL GEOGRAPHY
CRIME + PUNISHMENT
TRANSIST
LINKS


3. What other benefits did your students gain from the workshop?
BEING OUTSIDE/IN DIFFERENT SURROUNDINGS

4. Can you suggest any improvements to the workshop? Perhaps ways to better support student learning?
MORE INFORMATION ABOUT SPECIAL BUILDING WORK INVOLVED (THE YOUNGER BUILDER WAS A BIT VAGUE)

5. If you feel we did anything particularly well can you please explain what it was and why?
ENGAGED WELL WITH THE CHILDREN
GAVE THEM INFORMATION IN AN INTERESTING WAY

6. As a result of the workshop today, how likely are you to...

	Extremely unlikely	Unlikely	Neutral	Likely	Extremely likely
• embed aspects of Tavistock's heritage into your curriculum in the future?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• recommend these sessions to other teachers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>



 Thank you for helping us improve!

11.7 Appendi – Project income and e penditure models

Tavistock Guildhall Gateway Project				
Income and Expenditure Projection Comparisons for NLHF Completion Report November 2021				
<i>Operational Phase Revenue Projections</i>				
Draft Revenue Budget	R2 Original July 2017	Kickstart Revised November 2020	Updated Forecast November 2021	NOTES
	2022/23	2022/23	2022/23	
	£	£	£	
Staffing Costs (THT)				
Centre Manager	15,609	25,755	25,755	Full time permanent post. Grant funded by HB Allen Trust to 31.12.22.
Learning delivery sessional specialists	6,121	-	-	No longer required with FT Centre Manager and trained Learning & Participation (L&P) volunteers.
Volunteer Expenses	500	500	500	
Volunteer & Staff Recruitment	200	200	200	
Volunteer & Staff Training	500	500	500	
Total Staffing costs	22,930	26,955	26,955	
Travel (THT)				
Staff & Volunteer Travel	250	253	253	
Total Travel costs	250	253	253	
Guildhall Premises costs (TTC)				TTC already pays £26,110 towards these costs plus R&M and security contributions on top.
Rates/NNDR	12,860	12,608	12,608	Based on TTC occupied space only and assumes THT area will be awarded 100% relief.
Water	2,107	2,066	2,066	
Gas	8,843	8,670	8,670	
Electricity	13,005	12,750	12,750	
Cleaning incl. consumables	10,404	15,300	15,300	Increased from £10k at R2 due to ongoing Covid impact and increased activity programme.
Waste disposal/collection	916	898	898	
Insurance	4,162	4,080	4,080	
Lift service/maintenance	1,561	1,530	1,530	
Fire alarm maintenance	1,040	1,020	1,020	
Repairs & Maintenance	4,162	6,000	6,000	No PYE assumed even though still in defects liability period until Aug 22.
Security	728	714	714	
Total TTC Premises costs	59,787	65,635	65,635	
Guildhall Supplies & Services (TTC)				
Furniture & equipment	520	510	510	To be funded from TTC existing budget. Estimate
Equipment R&M	520	510	510	To be funded from TTC existing budget. Estimate
Telephone Service Charges	520	510	510	To be funded from TTC existing budget. Estimate

Telephone Equipment Lease	936	918	918	To be funded from TTC existing budget. Estimate
Broadband	364	357	357	To be funded from TTC existing budget. Estimate
ICT support incl. AV & interpretation maintenance	520	1,020	1,020	To be funded from TTC existing budget. Estimate. Increased from £500 at R2 due to higher spec AV and interpretation.
Debt charge on Public Works capital loan	26,200	21,250	21,250	To service loan for TTC's capital match funding of project.
Total TTC Supplies & Services costs	29,581	25,075	25,075	
Visitor Info Centre Premises Costs	3,381	-	-	n/a as now located in Guildhall itself
THT Supplies & Services Costs				
Stationery	260	255	255	
Marketing	2,040	2,000	2,000	
Postage	156	153	153	
Miscellaneous office costs	520	510	510	
Telephone/broadband	531	510	510	
IT equipment & licences	765	750	750	
Photocopier leased	541			Bought outright
IT support	433	510	510	
Website hosting	312	306	306	
Activity materials and eqpt	520	1,020	1,020	Up from £500 at R2 due to FT Centre Manager and L&P volunteers delivering increased activity programme.
Insurance - employers/public liability	649	612	612	
Premises Licence	208	255	255	
Performing Rights Licence	-	255	255	Cost not included at R2. Estimate for Courtroom licence.
Cost of shop sales	3,121	6,000	12,000	Based on general merchandise 50% mark up, and books/maps 35% mark up. Up from Kickstart estimate in line with increased sales.
Catering supplies for activities - evening event/private views etc	416	408	408	
Total THT Supplies and Services	10,472	13,544	19,544	
Grand Total Expenditure	126,402	131,462	137,462	
Earned Income				
Guildhall Donations	6,242	6,120	6,120	Based on 20p ph x 30,000 visitors plus 2% inflation to 2022/23.
Retail sales	5,202	10,000	20,000	Prudent estimate based on £6-£7k PA sales in VIC to date plus online sales.
Schools' learning activities	2,100	1,071	1,071	Based on 30 children x 10 sessions pa @ £3.50ph plus 2% inflation to 2022/23. Reduced from 20 sessions pa forecast at R2 due to general downward trend in school visits to museums. Strategy will be to build on engagement developed with local schools during project delivery as discussed with Laura Hetherington.
Drop-in informal learning activities	520	1,020	1,020	E.g. Toddler Explorers. I themed session per month x 15 children x £3ph plus 2% inflation to 2022/23. New activity not included at R2.
Pre-school activities	-	551	551	E.g. Toddler Explorers. I themed session per month x 15 children x £3ph. New activity not included at R2.
Guided tours Guildhall	3,246	796	796	Daytime 50-minute guided tours of Guildhall £3ph x 10 x average 2 per month plus 2% inflation to 2022/23. Frequency reduced from 2 per week estimated at R2.
Town walk tours	4,869	1,224	1,224	Daytime 1 hour walking tours of town. £5ph x 10 people x average 2 per month plus 2% inflation to 2022/23. Frequency reduced from 2 per week estimated at R2 based on take up during delivery stage.

Lectures	1,873	2,285	2,285	Based on 8 pa x 40 attendees x £7ph plus 2% inflation to 2022/23. Includes in-person and online participants. Replaces Tea & Talk activity included at R2.
Private views	2,497	1,632	1,632	Exclusive evening private views 8 pa x 20 people x £10ph plus 2% inflation to 2022/23. Some possibly in partnership with the Bedford Hotel. Frequency prudently reduced from 1 per month at R2 pending Covid impact.
Evening talks/performances/films	2,081	3,060	3,060	6 pa x 50 people x £10ph plus 2% inflation to 2022/23. Up from £2k pa at R2 due to FT Centre Manager.
Courses	-	1,510	1,510	Includes in-person and online participants. 6 pa X 25 attendees X £10 ph plus 2% inflation to 2022/23. New activity not included at R2.
Sponsorship & advertising	-	4,000	4,000	New income stream not included at R2. Based on £1,275 earned by THT to YE 31.3.19 including VIC advertising space.
Venue hire	520	1,000	1,000	Hire of Robing Room and Courtroom. Up from £500 at R2 from Yr2 based on preliminary discussions with local groups.
Total Earned Income	29,151	34,268	44,268	
Unearned Income				
TTC Guildhall Premises Costs	59,787	65,635	65,635	TTC covering all Guildhall premises costs.
TTC Guildhall Supplies & Services Costs	29,581	25,075	25,075	TTC covering all Guildhall supplies and services costs.
HB Allen Grant	-	19,625	19,625	Based on £60k grant less £14,875 spent in 20/21 and £25,500 in 21/22. £19,625 to cover costs to 31.12.22.
WDBC VIC grant	-	5,000	5,000	Courtgate rent to TTC to offset TTC contribution to Guildhall
Total Unearned Income	89,369	115,335	115,335	
Total Project Income	118,519	149,604	159,604	
Project Surplus (-) or Deficit	7,882	-18,141	-22,141	Note that Kickstart November 2020 and November 2021 forecasts include £19,625 HB Allen grant, therefore November 2021 forecasted surplus for 22/23 without this grant would be £2,516.

11.8 Appendix – Visitor Experience Update

NLHF agreed for the evaluation of visitor views and associated outcomes to be conducted ‘post-project’, over Spring 2022. A visitor survey was established in April 2022. The Evaluation Consultant also attended a Family Day in April to collect feedback and conduct visitor observations. This appendix offers a snapshot of general visitor sentiment and demonstrates some of the good work that is being done by the Guildhall Discovery Team to engage family visitors.

The evidence presented in this appendix is limited, however the emerging picture is that Tavistock Guildhall is offering a quality and flexible visitor experience which is being well received by the targeted range of visitor types – tourists, local interested adults and families looking to make a day out in Tavistock. Return visits or the intention for return visits are taking place across these visitor types.

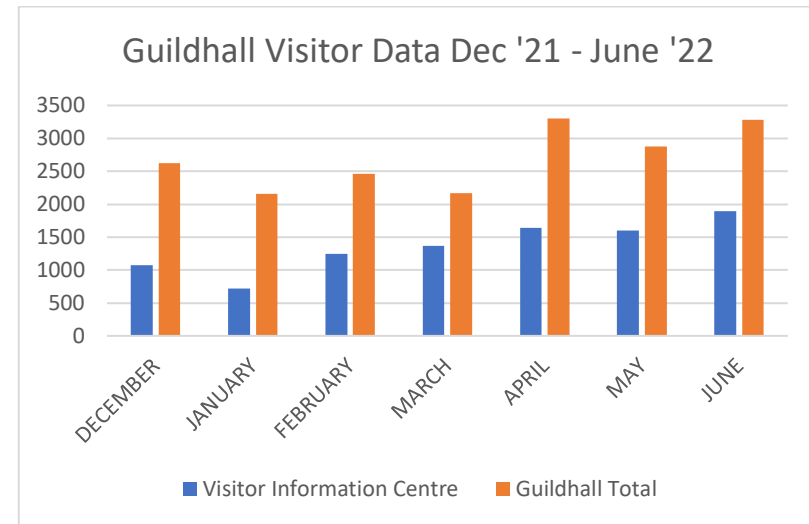
T G V E

The Guildhall welcomed over 18,000 visits in its first 7 months of opening. See Guildhall Visitor Data chart for monthly breakdown.

An online visitor survey was established in April 2022, however only 39 responses have been received so far⁷. The survey was promoted via email; paper copies were also made available as an intercept survey on exit and inputted by volunteers. The sample is unfortunately too small to enable the results to represent the wider visitor population, however there are some positive emerging trends worth noting. The Visitor Book comments since opening also provide some insight.

⁷ Summary results available here

<https://forms.office.com/Pages/AnalysisPage.aspx?AnalyzerToken=rFNGk2vlkzxWXaw2U4aTeyFgMpYPJHHX&id=pjX2cEuzk0CJ39pKhQjieXfP9XaitfJHgD4g0sJp-EhUNzY4VzJVUFIVjVVNUcyNExEQTIWUkdJV4u>



A positive visitor experience

The majority of survey respondents were local (16 of 36) and feedback came from twice as many females than males. 5 of the 39 respondents also had children in their group while over half of the respondents were visiting with other adults in their group.

Respondents were asked to rate their experience across a range of areas including welcome, onsite facilities and quality of experience. They had an overwhelmingly positive experience across all areas, with the highest rating given for ‘*the welcome they received from the team*’ with 89.5% ‘very satisfied’. There was an absence of any dissatisfaction on any ratings. When asked ‘*How likely are you to recommend Tavistock Guildhall to a friend, family*

NLHF project learning outcomes are a part of the visit experience

The majority of the 39 respondents gained in the following project learning outcomes from their visit (as demonstrated in the following chart):

- ✓ **A better understanding of Tavistock's history and appreciation of the town.**

"It s a lovely place to visit and I learn something new every time we visit"

- ✓ **An engagement and awareness of the key interpretation themes.** With such a small survey sample it is not possible to see what interpretation themes are communicated most effectively, however the Cells, Courtroom and arsenic were mentioned as highlights.
- ✓ **They were inspired to explore new places in the local area, both around Tavistock and the mining landscape**

Recognition of the impact on the Town

74% of respondents 'Strongly Agree' that the restoration and refurbishment of the Guildhall makes Tavistock a better place to visit (as seen in above chart).

"will keep coming back. a welcome place for the town"

"A real asset for Tavistock"

High number of repeat visitors and willingness to return

Less than half of the 39 respondent were first time visitors, with 8 having been 3 times or more. Some reasons repeat visitors gave for coming again:

"had been to an event here last month. Wanted to see it during the day"

13. Please tell us how much you agree with the following statements about your visit



"Showing family"

"wanted to come back after attending a talk here"

"see the shop as i missed it last time"

"Showing friends"

"didn t know what to expect. We really enjoyed ourselves. will come back again. good luck"

"My sons had been brought by their local primary school and were proud to show us and their grandparents what they had learnt."

Visitors also showed intention to return in the visitor comment book, showing that for some visitors the offer is very appealing and of significant depth to warrant a return.

"Absolutely amazing exhibition. I would definitely come again."
Visitor from Plymouth. Devon

Brilliant. I need to return to absorb more interesting facts. Visitor from Saltash, Cornwall.

“Some of the interactive features didn’t work”

“some of the buttons were difficult to spot”

“So much to take in. can you make a book about it ”

“More things for children to play with. what you have is great though”

“More fun items in the court including old real printed trial notes”

Access appreciated

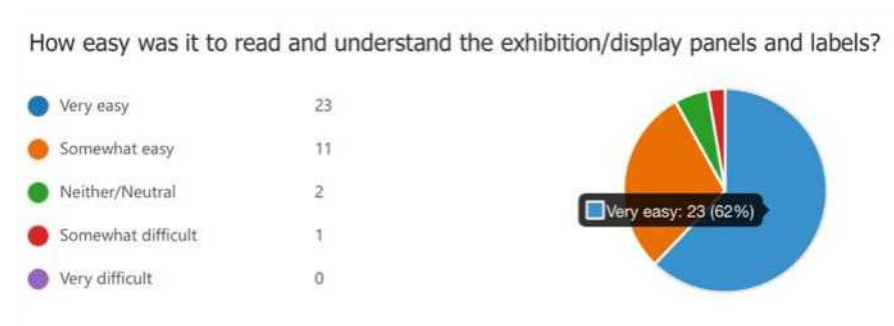
Only a few visitors with limited mobility have provided feedback, but they have been positive about the levels of access provided.

“Excellent staff. I am a wheel chair user. Stair lift installed without changing the feel of the building. Great access.”

“I used your lifts. Thank you. Good access”

Good displays but visitors identify improvements

The displays have been easy to access for the vast majority (23 saying ‘very easy’ and 11 saying ‘somewhat easy’. Only 1 respondent found them ‘somewhat difficult’ to access.



However, when asked what could be improved about the visit generally, there was a thread of comments on the displays, such as:

“Increase size of some of the print”

T V E

Views from family visitors have been captured via the Evaluation Consultant through feedback and observations at a Family Activity Day held on Wednesday 20th April 2022. Discovery Team volunteers ran three drop in activities at the back of the Courtroom over a 3 hour period. 32 family visitors with young children participated specifically in the activities, while more families visited on the day.



Activity stations during the Family Day

All families were approached by the Evaluation Consultant for informal semi-structured feedback towards the end of engaging in the activities. They were invited to share their views on a 'feedback tree' pictured below. From conversations and written views, the following snapshot insights were gained.



Written feedback from families.

Family days reach both new and existing family audiences

At least 4 family groups attended the day because the Family Day was promoted on their previous visit. Several of the family visitors found the Guildhall by just walking past. One found the event promoted on Facebook.

There was good engagement with event activities

The Discovery Team volunteers were well resourced, prepared, and successful in engaging a range of different aged children in activities linked to the exhibitions. The family event activities were popular. All of the primary school-aged visitors participated in at least one of the drop in activities. The additional offer extended the visit time for families. Several groups stayed for nearly 1 hour.

Intergenerational play was encouraged, parents and grandparents enjoyed joining in too. Dress ups and wigs were available on the day with the hats and

wigs being most popular, including by parents (and visitors without children). These formed the main photo opportunity for families on the day apart from the completed crafts.

The exhibition interactives were fun and engaging

Families were specifically asked about their use of the interactives within the exhibition. While the sample is only a snapshot, all of the families said that their children engaged with at least some of the interactives and these added to their enjoyment of the visit. All of the children scratched at the stone in the cells and the brass rubbings were also popular. The only criticism received were constructive – a screen could not be easily seen by a young child as the angle from her low height showed a only a darkened image, and suggested perhaps a step could be made available.



The scratching stones are already well worn from recent use.

The offer is flexible to suit a range of families

There was a spectrum of family visitor modes present on the day. Some families spent an extended time reading panels and supporting their children to make sense of the building's heritage, such as a family where the grandfather had a personal connection with the building.

“My father was a probation officer and did a little work here he never told us much about it so it was good to come in and see where he worked. thank you and good luck.”

Other families were more ‘child led’ with an emphasis on an entertaining time. Feedback suggests that the Guildhall offers a fun, imaginative and flexible destination for families with young children. The additional event offer enabled the Discovery Team to provide an alternative way to engage families in heritage learning through play, craft and conversation.

NLHF project outcomes for visiting families

- ✓ **Families had an enjoyable and memorable day engaging with history.** Children’s comments suggested that one of the most exciting, memorable (and perhaps a little scary) aspects of their visit was the cells.

“I enjoyed the dungeons and the craft”

“My brother was scared in the gaol but I thought it was the best thing”

1 family particularly enjoyed all of the stories about people that brought the history to life for them. The mother read aloud to her children who were apparently fascinated, particularly in the arsenic room.

“Love to read the real life stories, green dresses, flooding cells.”

- ✓ **Children made connections with the content.** 2 children specifically mentioned the highlights from the Earth and it’s treasures section, as it related to their existing knowledge and interests.

“I really liked all the rocks and crystals. I have lots of crystals at home.”

“The mountain and volcano [were the best]”

- ✓ **The heritage themes were accessible and relevant to families.** Families gained in their understanding of Tavistock and the local area in ways that met their needs and interests. Collectively, Families evidenced their engagement in all 3 of the interpretation themes - the mining landscape, policing and justice, and Tavistock’s architecture.
- ✓ **Some children had a great sense of pride** in what they skilfully made on the day and they appreciated being able to take their crafts home.

“Thank you for letting me take the castle home”



- ✓ **Families can see the potential for repeat visits, with some saying they intend to visit again.** 1 mother already comes regularly with her toddler. 2 families who previously visited with the local home education group came back for the event.

“We’re really looking forward to the next home Ed Activity”

“We come all the time he loves having a run around in here”

- ✓ **Several families commented that the Guildhall has improved a ‘day out’ for families in Tavistock.** A family who caught the bus from Plymouth felt that a Guildhall visit, together with the park, lunch out and some shopping made a fun and relatively low-cost day out they would like to do again.

The day was very successful for both the students and also the Discovery Team volunteers who are continuing in their learning and development.

“Thanks for giving me the opportunity to take part. I learnt a lot too! I hope you got some good feedback from the school.” Discovery Team Volunteer

U S U Y P

School visits continue ‘post project’

A class of year 3 children from Whitchurch Primary School visited on the 30th March for 2 hours as part of their history topic on 'Tavistock, the Abbey, the Mining and the Important People'.

Thank you for a lovely morning the children had a great time so please pass on my thanks to all of your volunteers. It will really help my knowledge for the rest of our topic .

Mike Best, Teacher



Whitchurch Primary School Visit - Year 3 children exploring history in March 2022

Home Education Group visits begin

The Discovery Team have established a good relationship with the local Home Education Group. The group first visited in April '22 and have returned several times since as the Guildhall team provides a service for them. The team have also gained valuable feedback from them regarding the developed activities.



Home education Group visit - A game in the Robing Room, after replicating a trial in the Courtroom.

Acknowledgements

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Photography: Courtesy of the TTC unless otherwise credited
Cover image: T Allom, Engraver S Fisher, 1830

Thank you to everyone who generously gave their views to inform this evaluation.