

Section 4.0 The THI Action Plan

4.1 The regeneration strategy and vision

“Tavistock will be an enduring and prosperous economy, with a range of good quality employment opportunities for local people. The unique qualities of the town will be conserved and enhanced and new development will have been delivered in harmony with local styles, giving Tavistock a real sense of place.”

The vision and objectives, included in the Stage 1 submission, were formally adopted by the Tavistock Townscape Heritage Partnership and all its partner bodies in September 2012.

The THI can support the realisation of this vision through improving the quality of the built historic environment in the town centre and marking the town out as a location of choice for new and re-locating businesses both retail and those providing office-based employment. The improved built environment will also serve to attract greater visitor numbers and local residents using the town centre through its distinctive and high quality retail and heritage offer, generating considerable overall local economic benefit to the town and its rural hinterland.

In delivering against these aims and objectives of the THI scheme (see paragraph 3.1) it will contribute to the following key regeneration themes:

- Attracting new investment to the town;
- Supplying the right mix and scale of high quality office and retail premises;
- Promoting participation and inclusion of all people to create a shared interest in the heritage, history and future of the town, supporting existing community development groups;
- Supporting the development of a relatively skilled workforce; and
- The conservation and maintenance of the high quality built environment.

In addition, the THI will:

- Establish exemplary standards in the repair and enhancement of historic buildings, setting a benchmark for other schemes to follow
- Act as a catalyst to encourage further investment in heritage assets

4.2 Priorities for the THI

The scope of the THI was defined in the Stage 1 submission and confirmed during consultations with partners during the development phase. Pre-eminent among the priority buildings are the Pannier Market and the Butchers’ Hall, because they are the unique selling point and cornerstone to the prosperity and the heritage of the town, and because they have the potential to create a new

economic focus for the benefit of the town and its rural hinterland. For this reason, they are considered critical to the success of the THI.

The Partnership is also confident that it will be able to deliver these elements, since they are owned by the Town Council, which is also the applicant and Accountable Body for the scheme.

The ten Priority Projects have been evaluated using the criteria: heritage significance, landmark qualities, building condition and the opportunity to restore detail. The evaluation also took account of views expressed in the public consultation. This has resulted in an order of priority that is the same as the order in which they are shown in the Gazetteer at Appendix 9. The owner of one of these properties at No. 3 King Street has indicated that he would not be interested in applying for a THI grant so Kingdon House in Pym Street has been added at the end of the list of Priority Projects.

All the owners have been contacted and have indicated that they are interested in applying for a THI grant. (See letters of support/confirmation of interest at Appendix 15)

Illustrative examples of the Specifications for Grant Aided Works; Guide to Eligible Works: Operation of the Scheme and Conditions and Grant Offer Letter are available on request. (See Appendices 16-20)

In the case of the Police Station and Guildhall, there are much wider issues concerning future use and ownership. The involvement of the THI was never intended to resolve these but rather to address the more urgent repairs. A Stage 1 application has now been made to the HLF for a Heritage Grant as part of a comprehensive scheme to bring this building back into public use. The Guildhall has therefore been moved into the reserve list and will be considered further should this bid be unsuccessful.

A Reserve List of further eligible projects has been drawn up and these will be brought forward if the existing budget extends further than expected (for instance if a Priority Project is resolved without recourse to grant) or if additional funds become available. The list will be organised in order of priority once the Critical and Priority Projects have been considered for grant.

The public realm proposals will attract grant at 100% for the extra cost of using materials that enhance the conservation area over the basic cost of using like for like replacement materials. It is important that evidence used to develop the Public Realm Strategy for Tavistock informs the detailing of the schemes. The priorities to be addressed by the THI are the environs of the Pannier Market and the Guildhall Car Park and Market Street resurfacing as illustrated below. Bank Square, also considered in the development of the THI, will be held in reserve.

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Pannier Market Surrounds Public Realm Improvements



Market Street Public Realm Improvements



Guildhall Car Park Public Realm Improvements

The funding will support the employment of the dedicated THI Project Manager as well as project team support and any expertise (e.g. legal/QS) that may be required during the implementation of the scheme.

It will also support the cost of specialist training provided by Partner Education providers and the one off training events and conferences delivered as Complementary Measures.

4.3 Critical Projects

It has been established that the Pannier Market and the adjacent Butchers' Hall are such important contributors to the economy of the town centre that their repair under the THI scheme is critical to its success. They also have the potential to add a new dynamism to the town centre by linking the retail function of the market through the Butchers' Hall to the riverside. Both have therefore been identified as Critical Projects. Both are owned by the Town Council and both are significant historic buildings in urgent need of repair.

The Butchers' Hall is to be tackled first because it is in temporary use as the council's works depot pending its relocation to a new site better suited to its requirements. The building was previously used as Auction Rooms and has not been adequately maintained for some years. A condition survey has been carried out and a repair scheme costed. It is proposed that the full specification is drawn up during the summer of 2014 so that tenders for the work can be obtained and applications for Planning Permission and Listed Building Consent made in September/October 2014, once the outcome of this stage 2 bid is known, with a view to commencing the work in March 2015. This would allow the building to be occupied by Pannier Market stallholders who may need to find alternative pitches while the Pannier Market is being reroofed.

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










Guildhall Car Park



Celebrating the Stage 1 Approval

Tavistock Townscape Heritage Initiative Scheme

Tavistock Townscape Heritage Initiative (THI) Scheme /Year 1 Programme													
Figure 7													
THI Year 1 (Months)													
Action	1	2	3	4	5	6	7	8	9	10	11	12	Comments
Press announcements and launch event													
Recruit programme support/Administration/Legal													
Publicise grants													
Quarterly newsletters													
Publication of design guidance leaflets													
Engagement with property owners													
Appoint and brief grants panel													
Grants panel meetings													Quarterly, when required
TTH Partnership meetings													Usually quarterly after grants panel meetings
Commence review of Planning and Enforcement Policies													
TTC to prepare grant application for Butchers' Hall													
TTC submit application for Butcher's Hall													

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Grant offer (subject to decision)															
Implementation of works on Butcher's Hall															
Grant claim/processing															
Review grant rates															
Prepare year 1 review and programme for Year 2															
Year 2 programme sign-off															
HLF Monitoring meeting/claims															

Timing of meetings subject to review

The Pannier Market has been subject to localised flooding events during periods of severe wet weather. The roof covering and the drainage system is now in urgent need of repair work. A specification for the repair work will be drawn up during 2015 so that tenders can be obtained by August/September 2015 with a view to commencing the work in January 2016. It is intended at this stage that the project will be carried out sequentially so that the building can remain in use – at least partially. The project will need to make provisions to minimise any potential disruption to other traders within the town centre surrounding the Pannier Market while work takes place.

4.4 Education and training initiatives

The programme of complementary initiatives to be delivered during the Tavistock THI project has been described in Section 3.5. The activities have been set out in the table at Figure 9 which provides a description of activities, who will benefit, what difference this will make, the resources needed, the cost, a timetable for delivery, the targets and how this will be evaluated.



6 King Street

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Activity: Detailed description	Who is the activity for?	What difference will it make for them?	Resources	Costs in project budget (total £ for each item)	Timetable	Targets & measures of success	Method of evaluation
1. Heritage Open Days which include access to THI projects.	Local community.	Raise awareness of the significance of Tavistock's Heritage and what its conservation involves.	Project Manager's time to plan and publicise event and act as guide during the day.	£1,000.00	Each year in September.	Participate and contribute towards all five Heritage Open Days during the life of the THI.	Feedback forms
2. Workshop on 'The Architects of Tavistock' in association with the Tavistock and District Local History Society.	Local Historians and organizations with an interest in Tavistock's Heritage.	Enhancing the local resources on an important aspect of Tavistock's heritage.	Co-ordination by Project Manager of interested bodies such as Plymouth School of Architecture and Devon Buildings Group.	£2,000.00	Year 2 onwards.	Initiate a series of publications on Architects in Tavistock.	Production of first report.
3. Provide information about the THI, its progress and opportunities to engage using a dedicated website.	Local community	Regular communication with members of the partnership and the Local community	Project Manager's time to edit quarterly report and commission the creation and maintenance of a THI website.	£3,000.00	Regular throughout duration of project.	Production of twenty newsletters.	Number of newsletters issued

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4. Production of leaflets about aspects of the THI such as: Shopfronts, Windows, Roofs, Abbey remains, Paving, Manholes, etc.	Property Owners, Students, Visitors and the Local Community	Improve the level of knowledge and promote design quality to sustain the heritage for the future	Work with the West Devon and South Hams Conservation Officers to develop bespoke design advice	£1,500.00	Year 1 for Shopfronts and Windows	Production of three guidance leaflets.	Number of publications issued
5. Coordinating Research, design and production of material for a travelling exhibition about Tavistock's Heritage.	Local Community and visitors	Generating interest in and broadening knowledge of the significance of Tavistock's heritage	Members of the Partnership working with the Project Manager	£1,200.00	Year 2	Booking of exhibition at four events	Number of events where exhibition is displayed
6. Training in heritage skills such as: window joinery repair, lime rendering and pointing, archiving and leadwork.	Young people, Building apprentices, tradesmen, local professionals and volunteers.	Raising the skills base in the local area - particularly among young people	Co-ordination by Project Manager of Partner training providers	£15,000.00	Years 2 & 3	Bespoke training for 15 young apprentices.	Number of people attending training. NVQ attained.

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<p>7. Craft experience Open Day at the Butcher's Hall.</p>	<p>Local Community</p>	<p>Inspire tradesmen to develop heritage craft skills.</p>	<p>Project Manager and team working with contractors, professionals, craftspeople and City College, Plymouth and Saltash College.</p>	<p>£4,000</p>	<p>Year 2</p>	<p>Hold one event</p>	<p>Number of people attending.</p>
<p>8. Tavistock Abbey Conference.</p>	<p>Local heritage organizations, education providers, professionals in the SW region.</p>	<p>Inspire new interest in the legacy of the Abbey in Tavistock, stimulate new research and disseminate current knowledge.</p>	<p>Project Manager working with Devon CC Archaeologist, Exeter University, Local Historians and heritage groups.</p>	<p>£5,000,00</p>	<p>Year 5</p>	<p>Hold one event</p>	<p>Publication on the Abbey and its influence on Tavistock</p>

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9. Subscription Library Railings project.	Local Community.	Provide experience of historical research and reinstate a significant heritage asset.	Project Manager working with Devon CC Archaeologist, Exeter University, Local Historians and heritage groups.	£13,500.00	Year 3	Enable reinstatement of railings to original design.	Completion of project.
10. Seminar on Energy Efficiency in Old Buildings	Local Community, Local organizations, professional agents and contractors	Achieve better understanding of the energy performance of traditional buildings and encourage low impact interventions.	Project Manager working with Conservation Officer and SPAB	£2,500.00	Year 1	Deliver one seminar	Feed back forms
TOTAL				£48,700.00			

Figure 8 Table of Complementary Activities

4.5 Developing the action plan's outputs

It is envisaged that during the Action Plan period the following outputs will be achieved:

Figure 9 : Tavistock THI Scheme; Table of Outputs

Outputs	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Critical projects completed	1		1			2
Target Buildings Repaired and restored		3	4	2		9
Shopfronts repaired or re-instated		2	4	2		8
New or improved commercial /retail floorspace created/brought back into use	240	200	100	60		600
Area of Public Realm improved (sq m)		250	1,300	1,000		2,550
Jobs safeguarded or created (FTE)		15	10	10	4	39
Temporary jobs created (FTE)	4	4	5	4		17
Number of businesses supported		2	10	10		22
Number of hours training	10	10	10	5	5	40
Number of Community Events	2	2	2	1	1	
% of grant committed		20	100			100
Partner Contributions (£000s)	75	105	175	75	70	500
HLF contributions (£000s)	154	207	398	204	17	980
Owner Contributions (£000s)	105	90	261	43	0	499
Total scheme expenditure (£000s)	334	402	834	322	87	1979

These figures are as outlined in the Stage 1 submission and reviewed during the development phase. Additional works, not eligible for grant, are usually undertaken at the same time and they will add at least another £1million of investment.

These outputs will be achieved during the lifetime of the Action Plan (2014-19) and may vary year on year depending how works and investment proceeds. Progress in achieving them will be reported annually by the Project team as part of the ongoing monitoring process. Records of completed projects and the resultant outputs will form part of the quarterly return to the HLF and will also provide the basis for a review of the impact of the THI, to be published in 2019 once all works have been completed.

Adoption of the Conservation Area Appraisal, the Management Plan and the Public Realm Strategy are further outputs that reflect the commitment of local authority to its management of the historic environment.

As important are the intangible benefits and wider impacts of the THI scheme. These factors, such as changing perceptions and how this acts as a catalyst for achieving a more sustainable local economy, should also be considered in the final and interim programme evaluations. (See section 4.11 below).

4.6 Grant rates

Of the twelve properties in the Critical and Priority categories, market valuations have been undertaken by the Valuation Office Agency of eight (66%). In each case, a valuation was given for the building in its current condition and again assuming completion of the works set out in the repair schedules in the Gazetteer (Appendix 9). The difference between the two figures shows the uplift in value due to the repair and reinstatement works.

A striking outcome of this exercise is that, in the case of the two critical projects, the uplift would be zero despite a substantial investment in repairs. While this does demonstrate a high degree of financial need, it does skew the overall picture:

i. Total uplift of the 8 properties:	167,500
ii. Total cost of eligible works:	1,291,492
iii. Total deficit (ii – i):	1,123,992
iv. Percentage (iii/ii x 100):	87%

This would suggest that across the representative group a grant of 87% would necessary to secure sufficient viability for owners to bring forward schemes. For the critical projects, the percentage is theoretically 100% because there is no uplift. For the remaining six cases in the sample, the percentage varies considerably from 30% to 85% (See table below). This is explained by the fact that some works contribute more to uplift than others, for instance essential repairs rather than reinstating architectural detail.

Figure 10 Grant Rate Assessment

	Uplift in value (£)	Eligible works (£)	Deficit (£)	Percentage
2 Market Street	15,000	87,685	72,685	83%
3 Market Street	5,000	33,187	28,187	85%
1 Church Lane	70,000	148,456	78,456	53%
81 West Street	40,000	93,016	53,016	57%
10 West Street	30,000	42,885	12,885	30%
6 King Street	7,500	44,121	36,621	83%

Setting aside the highest and lowest extremes, to avoid any anomalies, the average percentage deficit is 69%. However, while this is an average, it is necessary to recognise the different incentives required for works of repair and works of reinstatement. By using a lower percentage (60%) for repairs and a higher percentage (85%) for reinstatement, the average is maintained as follows:

Total cost of eligible works (Six properties above):	449,350
Of which, repair costs:	256,406
and reinstatement costs:	192,944
60% grant of repair costs:	153,843
85% grant of reinstatement costs:	154,355
Total grant:	308,198
Total as percentage of eligible works:	70%

Accordingly, grant rates of 60% (repairs) and 85% (reinstatement) are proposed. These rates are consistent with:

- The need to give owners the incentive to take up grant, given the low levels of present building work activity
- Overcoming the lack of recognisable market confidence
- The marginal nature of many businesses which are not in a position to release significant capital sums
- Ensure grant take up within the lifetime of the THI in accordance with the Action Plan
- Indicative grant rates suggested in the Stage 1 submission

4.7 Partnership funding

Partnership funding of up to £500,000 to match the £980,000 HLF contribution to the common fund will be provided by the key members of the Tavistock Townscape Heritage Partnership as follows:

Tavistock Town Council: £60,000 per annum totalling £300,000 over the five years.

West Devon Borough Council: £10,000 per annum totalling £50,000 over the five years.

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Both have confirmed their financial commitment to the scheme. (See Minutes at Appendix 10)

In addition the Town Council will seek funding from other sources such as the following:

Devon County Council : £20,000

Greater Dartmoor LEAF : (RDPE Leader programme) £80,000.

Section 106 Public Realm funds: £50,000.

4.8 Delivery strategy and programme

The Bid will be submitted to the HLF by 15th May 2014 with the expectation of a decision by the Trustees in September this year.

Should the Stage 2 bid be successful, it is anticipated that an application for the first of the Critical Projects could be submitted early once the scheme has commenced. This is the Butchers Hall which needs to be completed within the first year. (See Figure 7; Year 1 programme)

The Cash Flow at Figure 11 below illustrates how the programme will unfold and indicates how the expenditure will be covered by the various partner contributions, including from the HLF.



Court Gate and Guildhall

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Figure 11; Tavistock THI cash flow (60/85% Intervention Rate)

	Y 1 (Oct 14/15)	Y 2 (Oct 15/16)	Y 3 (Oct 16/17)	Y 4 (Oct 17/18)	Y 5 (Oct 18/19)	TOTAL	Reserves
Expenditure							
Butchers Hall(C)	166					166	
Pannier Market (C)			305			305	
Pannier Mkt Public Realm			100			100	
Guildhall Square Public Realm				154		154	
Market Street Public Realm		60				60	
Bank Square Public Realm (Res)						0	82
Guildhall (Res)						0	86
Bookstop (3 Market Street)		26				26	
2 Market Street			48			48	
1 Church Lane (Foulston's)		100				100	
81 West Street		58				58	
9 West Street			32			32	

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10 West Street			31			31	
6 King Street			30			30	
76 West Street				60		60	
Kingdon House				30		30	
3 King Street (Res)						0	40
Sub Total	166	244	546	244	0	1200	
Complementary Measures	15	20	15	15	5	70	
Project Management	47.5	47.5	47.5	47.5	20	210	
Total Expenditure	228.5	311.5	608.5	306.5	25	1480	
Income							
TTC	60	60	60	60	60	300	
WDBC	10	10	10	10	10	50	
DCC	5	5	5	5		20	

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GD LEAF		30	50			80
S106			50			50
sub total	75	105	175	75	70	500
HLF	154	207	398	204	17	980
Total Income	229	312	573	279	87	1480
Balance (Income - Expenditure)	0.5	0.5	-35.5	-27.5	62	
Cash- Flow	0.5	1	-34.5	-62	0	

4.9 Managing risk

Tavistock Town Council has a positive approach to risk management and will maintain and update a project risk log throughout the lifetime of the THI to ensure delivery of the THI in accordance with the Action Plan.

Risk management will be based on the following matrix of potential risks and responses shown in Figure 13 and issues identified will be reported to the Project Management Board and the TTHP at their quarterly meetings.



2 and 3 Market Street

Figure 12; Tavistock THI Risk Assessment/Delivery Phase

Risk	How likely?	How serious?	Consequence	Action needed	Who is responsible ?
Key partner withdraws	Low	High	Loss of finance or technical input affecting scope and impact	Continue to work through the TTHP and with each partner organisation	TTHP/TTC/WDBC
Community disengages	Low	High	It would undermine the credibility of the scheme and result in the failure to deliver a principle aim	Ensure there is regular communication and direct involvement with the delivery of the scheme, now assisted by the appointment of a Project Manager	TTHP/TTC/WDBC
Lack of interest in 3 rd party grants	Low	High	This would undermine the main aim of the scheme and reduce the level of impact	Work closely with potential 3 rd parties, understanding their needs. Additional promotion if needed and review intervention rates, now assisted by the appointment of the PM	TTHP/TTC/WDBC
Failure to secure necessary match funding	Medium	High	Reduced scope and impact	Work closely with the funding partners during Stage 2 and into the delivery phase to ensure the objectives of funding partners continues to be met. Assisted by the appointment of the PM	TTC/WDBC
Insufficient project management capacity or loss of key staff	Low	High	Lack of progress with delivery of the schemes	The appointment of the PM has helped to address this issue, further technical support may need to be identified in the delivery phase, in particular to appraise grant applications.	TTC/WDBC
Contractor disputes or insolvency	Low	Medium	Delays and additional costs	Thorough checking of contractors required. Regular monitoring of project works by PM.	TTC/WDBC

4.10 Exit strategy

Through the implementation of this scheme the capacity, knowledge and skill levels of the businesses, individual owners, organisations and professionals involved in Conservation works, will have been raised.

In addition, the community will have been involved in a way not hitherto not experienced in Tavistock.

The collective knowledge and understanding of these matters will have been raised, enabling a more sustainable approach to Conservation to be delivered without the need for further public investment.

More specifically, the training schemes should be self-sustaining, creating a resource locally offering courses local firms will be happy to join to improve the quality of their end product and maintain their competitive advantage.

The Conservation Area Management Plan sets out a range of possible actions which could be taken to improve the way that the Conservation Area is managed and maintained.

These include:-

Publishing the Reviewed versions of The Conservation Area Character Appraisal and Management Plan and the Public Realm Strategy for Tavistock

Consider developing a Design Guide

Explore traffic management and pedestrian priority schemes

Consider new car parks and Park and Ride schemes

Produce a shopfronts leaflet

Produce further householder planning guidance

Support actions to secure the future of the Guildhall

Select further buildings for possible statutory listing

Establish a policy and criteria for Local Listing

Use community involvement to select buildings and structures for the Local List

Ensure that the historic environment is adequately represented in the policy content and priorities of the Local Plan

Ensure links with other policy areas to protect the landscape setting of the Tavistock Conservation Area

Continue to support local organisations and stakeholders involved in Conservation and Regeneration initiatives (e.g. The commitment to establish Tavistock as a Key centre in the WHS)

Preserve positive buildings in the Conservation Area and seek the sensitive redevelopment of any negative buildings.

Ensure through development management controls of planning applications for material changes, such as new windows or roof materials, on unlisted commercial properties;

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Guarantee that all new development in the CA is of the highest quality, with particular reference to rooflines, bulk, materials and details;

Work with English Heritage to monitor and preserve the scheduled monuments and listed buildings in its care;

Guarantee that detailed archaeological evaluations of buildings are provided when necessary;

Provide training on conservation issues for elected councillors and non-specialist staff;

Adopt and review Enforcement Strategies, including Repairs Notices, Urgent Works Notices, and Section 215 Notices;

Protect and enhance trees in the Conservation Area in partnership with local preservation groups;

Monitor changes in the Conservation Area, including producing and regularly updating a photographic baseline for Tavistock

Further reviews of the Tavistock Conservation Area Character Appraisal and Management Plan, when necessary (usually every 5 years).

The Town Council, together with the TTHP, will review progress on these suggested actions on at least an annual basis.

Further training will be provided for professional staff by the local authorities and through appropriate regeneration schemes.

It is suggested that the existing TTHP will continue to operate alongside other existing Partnership structures.

In addition volunteer groups will be established, including a possible friends group. This will also involve a continuing programme of workshops and open days for members of the public and those interested in certain aspects of conservation work, for instance tree management on private property.

4.11. Success measures

Our approach is to establish monitoring and evaluation processes at an early stage and to continually assess progress against the scheme's aims, objectives, outputs and outcomes throughout the lifetime of the scheme.

This will involve a range of techniques and methods, including gathering records of work carried out and the costs at each stage together with photographs before and after work is done. Events will be measured by numbers attending and analysis of short feedback questionnaires. Traffic on a dedicated THI website will also be used to measure the interest in the project as it develops.

We have already set out the agreed aims and priorities for the scheme in section 3.1 and from these have been derived a range of key indicators including:-

1. Impact the scheme has on the general environment of the CA and WHS
2. Number of key buildings safeguarded and improved
3. Amount of vacant and underutilised buildings brought back into beneficial use
4. Impact on the appearance of the Public Realm

5. Quality of overall maintenance and management of these historic buildings and areas
6. Economic viability of the town
7. Level of knowledge and understanding about heritage and conservation issues
8. Level of commitment to ongoing preservation of the historic environment

A significant amount of baseline data has already been collected during the process of preparing the Conservation Area Character Appraisal, although this needs to be supplemented by more detailed surveys and monitoring within the target areas or clusters.

Indicators 1 and 4 will be monitored by using photographic records and seeking users feedback by surveys.

Indicator 5 in consultation with owners and partners over the five years of the THI.

Indicator 6 through Business surveys and monitoring of standard economic indicators (e.g. economic productivity, income levels and unemployment levels)

Indicators 7 and 8 will be measured by counting the number and feedback from people attending events and courses and the number of people volunteering and joining friends groups.

It will also be essential to count a number of outputs during the course of the scheme, including the number of jobs created and safeguarded, numbers of people attending training courses and events and benefitting from skills development. The number of buildings benefitting from repairs or reinstatement work, the amount of floorspace created or improved, the amount in square metres of public realm improved and the number of businesses assisted.

Throughout this process as many people as possible will be involved, both in planning the evaluation and carrying out the survey and monitoring work. This will contribute to the learning process and increase people's commitment to the scheme. The TTHP in particular sees this as an essential part of its role.

The evaluation and monitoring process will help to achieve the creation of the virtuous circle outlined in the scheme's Vision statement.

External evaluators will be appointed after the second year of delivery to carry out an interim evaluation and a final evaluation in Year 5.

The HLF guidance on "Evaluating your HLF Project" will be used together with any advice provided by the HLF project monitor.

It will therefore be possible to tell the story of what we wanted to happen, what actually happened and what lessons can be learned for the future.

The THI project manager will be responsible for managing the evaluation process, but as indicated above, the TTHP see this as an important part of their remit and will expect a coordinating role in respect of this part of the overall process.

The information will be produced as a Final Report which will also be available on the website to share with other THI and similar projects, including through Historic Towns networks and, if appropriate, seminars and workshops.