

Tavistock World Heritage Site Gateway Centre: Heritage Interpretation



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February 2015



Guildhall Square c1890: a reminder of former (pre-car) respect for the setting of this high-quality historic environment. (Simon Dell)

The present moment sees a golden opportunity arise from completion of the Town Council's ownership of the core assets that underpinned the Duke of Bedford's original mid-Victorian vision for Tavistock town centre: a forward-looking one that included centralised public services from administration, safety, security, law and order to a modern market, museum and library. A centre of culture, then and now.

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Introduction

Tavistock WHS Gateway Centre (and tentative Police and Magistrates' Museum) is part of the overall community and visitor Gateway Centre scheme in Guildhall Square: its location in the former Police Station-Magistrates' Court complex (1848) is optimum, and its proposed new purpose embraces centralised and strategic heritage and public services in the context of the immediately adjacent historic environment of Guildhall and Bedford squares, a locus of high-status heritage in the centre of Tavistock. The development - in property which has recently become wholly owned by Tavistock Town Council - is sustainable and is a notable example of what English Heritage now call 'constructive conservation': a positive, well-informed and collaborative approach to conservation that aims to recognize and reinforce the historic significance of places, while accommodating the changes necessary to make sure that people can continue to use and enjoy them.

Long-established heritage activity, delivered by the Museum and Subscription Library, in Guildhall Square is flanked either side by the Guildhall complex and Court Gate (Abbey Gatehouse/Higher Gate, containing a medieval archway that connects Guildhall Square with Bedford Square), further authentic and significant buildings that, together with the Town Hall and Pannier Market (both 1860), comprise an exceptional ensemble that present a concentration of World Heritage values in the town centre. From this epicentre, values radiate into the urban environment to include, for example, from Duke Street (1860) and Plymouth Road (1822) with their respective commercial, residential and public buildings, to the clusters of Bedford Cottages (1845-66), the iron foundries (1805-69), Tavistock Canal (1817) and Fitzford Church (1867).

The new gateway centre is thus strategically located within the 'Bedford' buildings ensemble, which Tavistock Town Council now wholly owns, and that is a focus for the recently awarded THI scheme. The Council has long sustained the historic fabric and use of the town centre buildings that they acquired from the Duke in 1910. Regarding the recently purchased Guildhall-Police Station, the Council has funds to ensure no further deterioration in the fabric and will also have operating funds to maintain the building. Further, it has currently made available considerable match funding from its own reserves to seek sufficient grant funding to complete the capital and development works required.

The Project fulfils an equally strategic and shared range of heritage, and socio-economic, community-endorsed objectives that transcend those of Tavistock Town Council to further include West Devon Borough Council, Devon County Council and the Cornwall and West Devon Mining Landscape World Heritage Site Partnership.



View from the medieval monastic outer court building ("Trowte's House"; from 17th c Trowte family residence) that was incorporated into the mid-19th c combined police station and courtroom. The range, time-depth and concentration of built heritage in the town centre is truly exceptional, as evident from scrutiny of this view to the northwest over Court Gate and past St Eustachius church to the railway viaduct (distant centre).

| Concept Design

The broad approach to the proposed 'WHS Gateway Centre' has two principal strands.

(A) To provide a WHS orientation, information and interpretation facility, complemented by a heritage learning space and separate secure schools' bag drop – all clearly zoned, and to meet WHS Key Centre criteria in a:

World Heritage Site (WHS) Gateway Centre

(B) As part of the WHS buildings ensemble, to provide public access to building/architecture and its interpretation, and the interpretation of historic function (police and court) that is an important survival of one of the earliest combined police station and courtrooms in England and testimony to the Duke of Bedford's forward-thinking in terms of public law, order and safety and the connections between them:

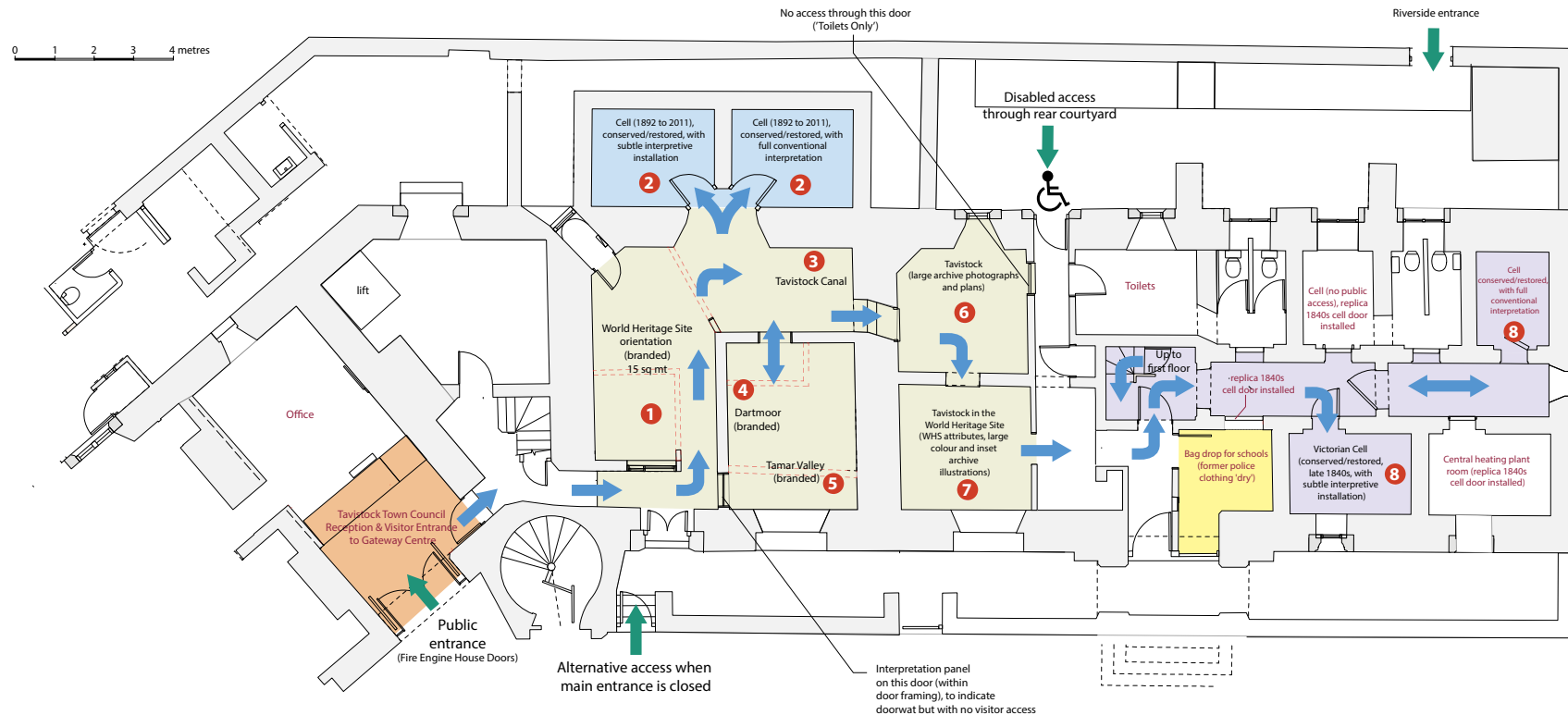
(a tentative) **Tavistock Police & Magistrate's Museum**

(A) and (B) are integral and flow seamlessly from one to the other, and it is important to emphasise the link in content. The buildings and their function relate closely to the designation of the WHS as a Cultural Landscape. In the case of Tavistock, a substantial element of the area's cultural contribution is tied to the social infrastructure that developed because of the large-scale response by the principal owner (Dukes of Bedford) to the dramatic population increase (for example which leapt by 30% between 1841 and 1851), associated with mining and other industries and the social problems that this heralded and which put considerable pressure upon them both politically and from the townspeople. The forward-looking development of the Guildhall-Court-Police Station (as with the Town Hall-Pannier Market development) whilst developed with 'mining' revenue is also, of course, linked to the generalised concern about the social stability of new urban industrial capitalism that characterised the first half of the 19th century; in other words how to make the working class as a whole less of an unruly mob and more a sober orderly group who would behave themselves in public and go to work on time and obey their employer's instructions.

2 Indicative Layout (plans and elevations)

Visitor arrival is via the double-door public entrance (far left, and actually former access to the historic 'fire engine house'), fairly centrally located and facing outwards from the attached splay of historic public buildings to the expanse of Guildhall Square.

Ground floor plan



Key

WHS Gateway Centre

WHS orientation & interpretation

Education and learning facilities

Police and Magistrates' 'Museum'

cells (1892)

cells (1848)

Tavistock Town Council

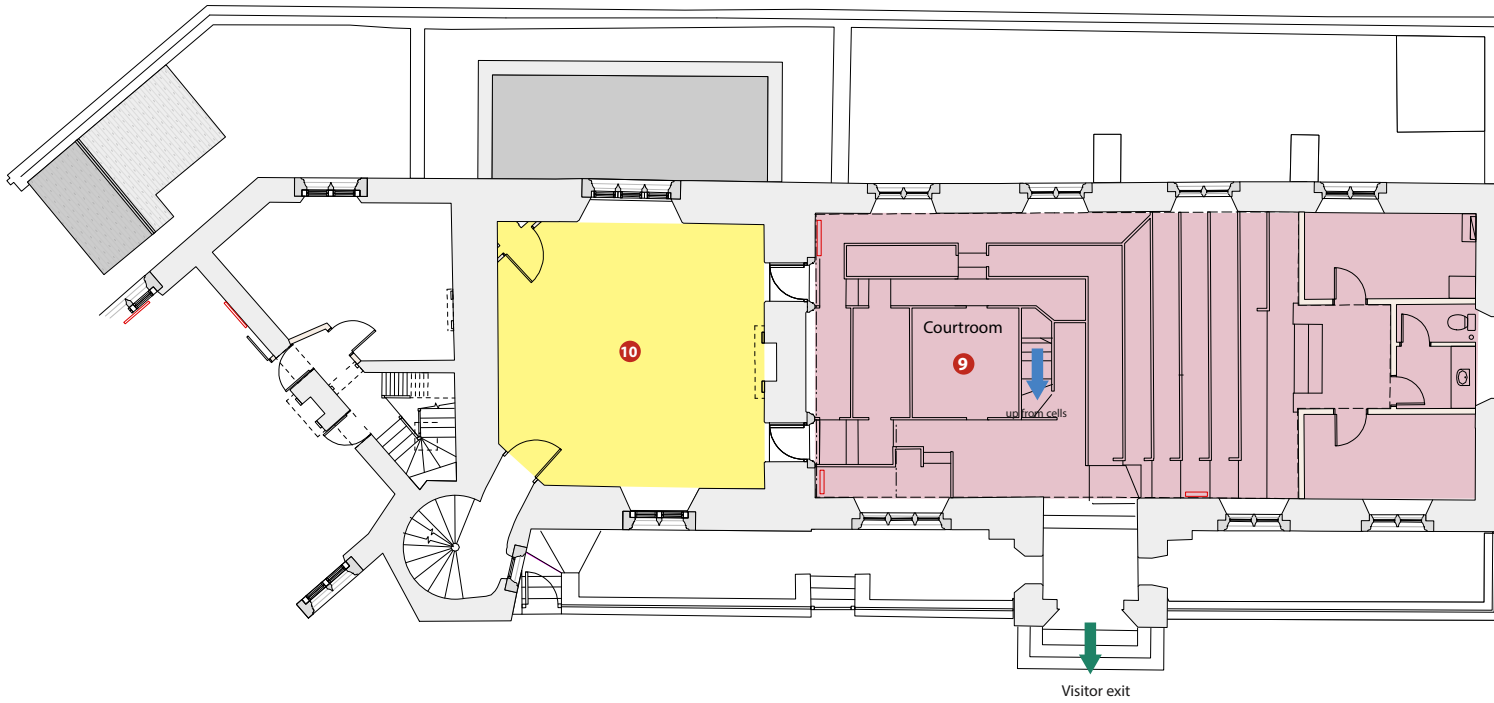
visitor directional flow (predominantly one-way)

1970s partition walls removed

Interpretive themes

- 1 World Heritage Site orientation
- 2 Police station interpretation - historic function
- 3 Tavistock Canal
- 4 Dartmoor
- 5 Tamar Valley
- 6 Tavistock specific
- 7 Tavistock and its WHS contribution
- 8 Police station function

First floor plan



Interpretative themes

- 9 The Magistrates' Courtroom
- 10 Heritage Learning space/
multifunctional meeting room

0 1 2 3 4 metres



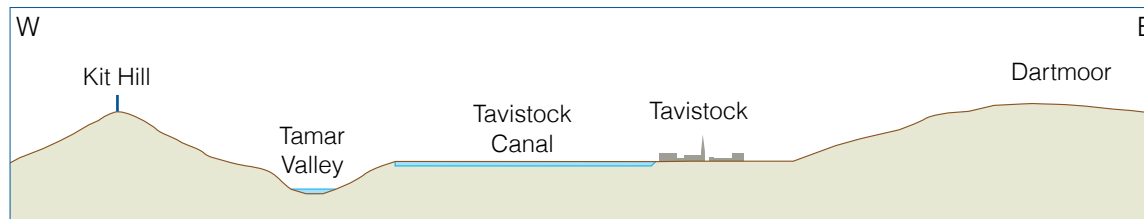
Former Magistrates' Retiring Room:
proposed Heritage Learning Space



World Heritage Site (WHS) Gateway Centre

Interpretation and signposts highlight a range of protected landscapes; see numbered zones on plan and following visuals:

The wider WHS (1), to (4) Dartmoor, and (5) the Tamar Valley that is intrinsically linked by (3) the Tavistock Canal to (6,7) Tavistock in terms of cultural and natural heritage.



Simplified diagram showing the relationship between Dartmoor (east), Tavistock, the Tavistock Canal and its link to the Tamar Valley (west).

Zones are clearly distinguished to aid visitors' orientation and understanding, and are captured in interpretive themes. These themes are discussed in detail in Section 3 (Outline Interpretation Plan).



WHS Gateway Centre Zone I: The Wider WHS

Available floor space approximately 6 sq m (5.8 m of wall run). Floor space to be left as open as possible to prevent bottlenecks and encourage free flow through rest of building. Information to include a map of the individual area and relative distance from Tavistock, the history of the areas and high-quality images of the main places to visit and what to see and do there. Facility to link in to the existing WHS web site by the use of smart phone technology.

Themes - see Section 3

Branding:

World Heritage Site branding

Typeface: Albertus

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

Body text: Helvetica

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

Colour schemes/logos



Caradon Mining District (South Caradon Mine)

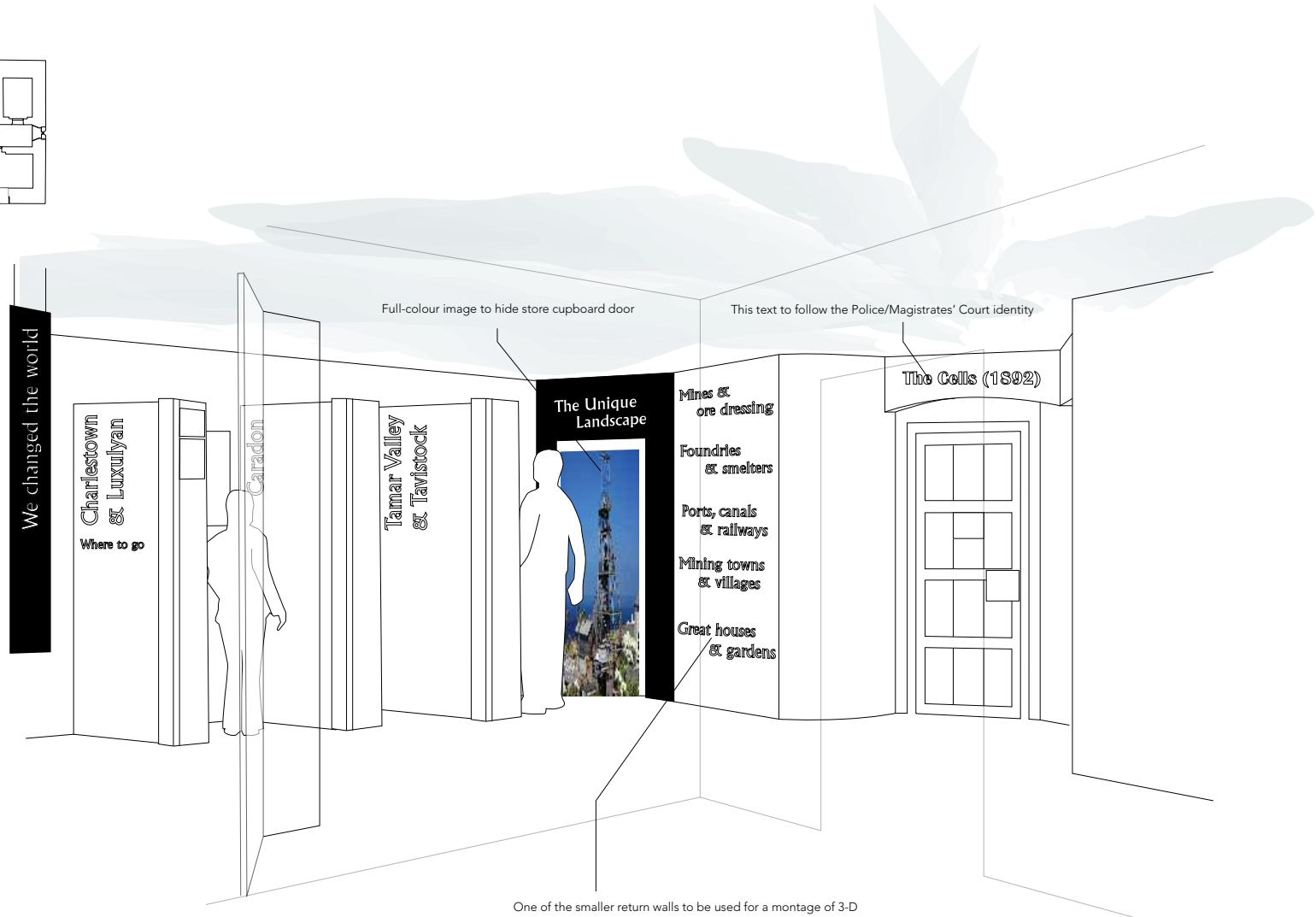
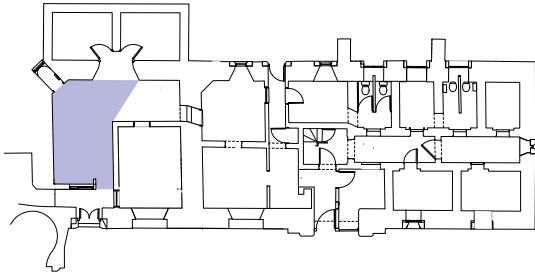


Treffry Viaduct/Aqueduct, Luxulyan Valley



Wallaroo Mine, South Australia

WHS Gateway Centre Zone I: The Wider WHS



Panel layout to follow similar ideas to this



One of the smaller return walls to be used for a montage of 3-D lettering using words associated with the cultural mining landscape - transport, ore dressing sites, mining towns and villages, smallholdings, the great houses etc.

WHS Gateway Centre Zone 3: The Tavistock Canal

Available floor space approximately 15 sq m (9.5 m of wall run). Interpretation to compose of wall-mounted graphics and a simple children's interactive feature (all wall-mounted because of space). The interactive could perhaps take the form of a movable tile-based design that, when complete, illustrates a simplified, colourful plan of the canal showing its major features - tunnel, aqueduct, bridges etc..

Themes - see Section 3

Branding:

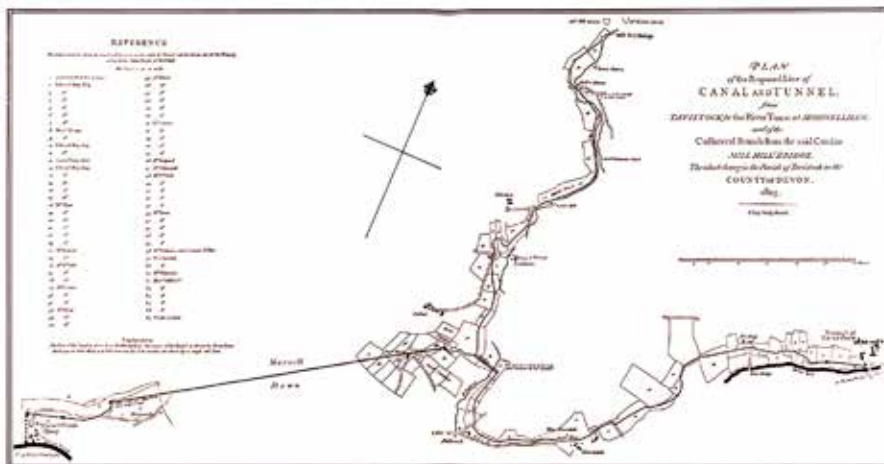
Tavistock Canal branding

Typeface: Avenir

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

Colour schemes/logos

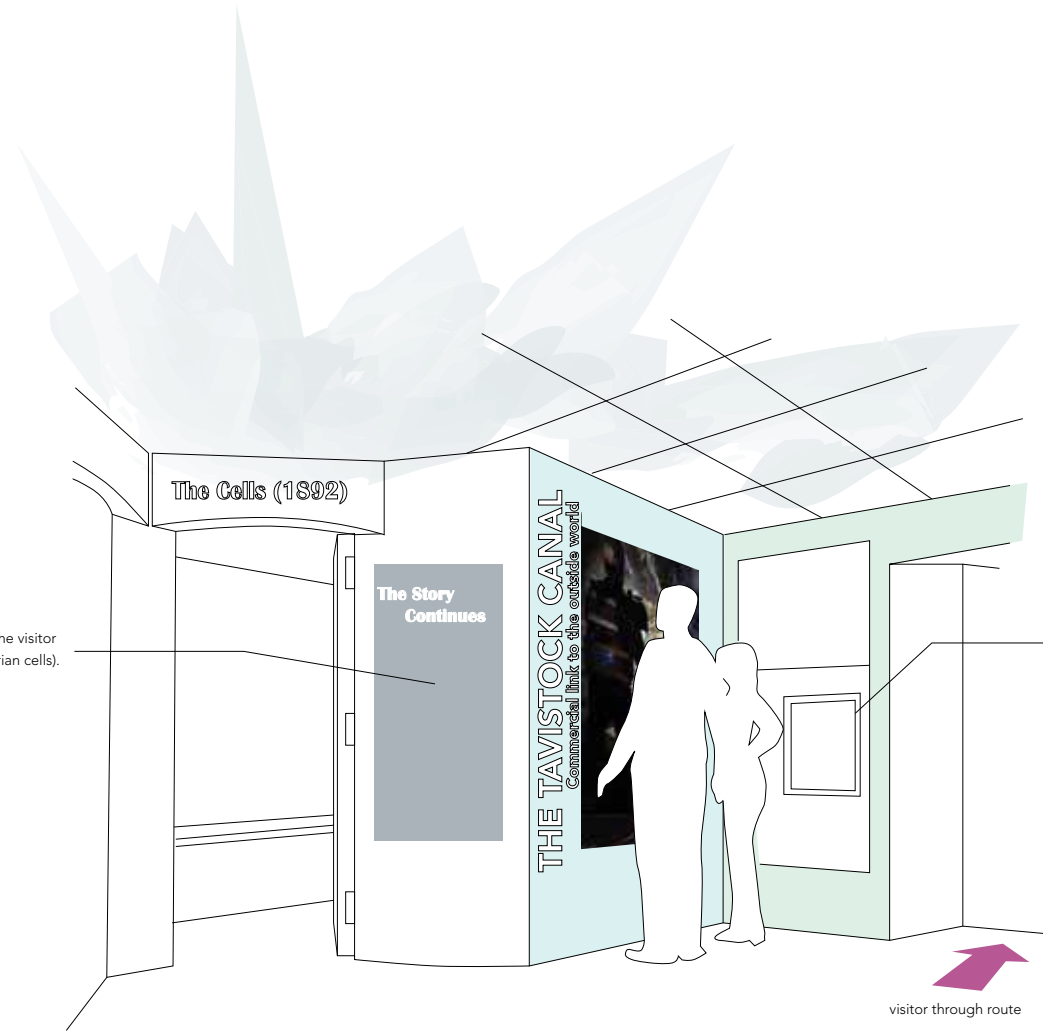
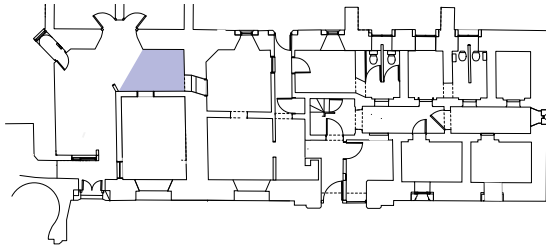


John Taylor's plan for the Tavistock Canal, 1803

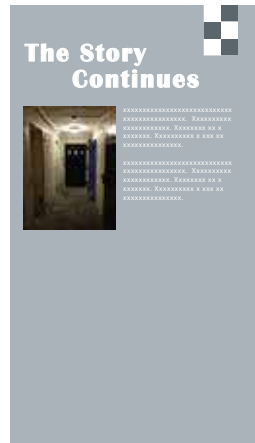


Filming the canoe journey of "Ghost" in the 1 1/2 mile Tavistock Canal Tunnel

WHS Gateway Centre Zone 3: The Tavistock Canal



Cell doorway splay to carry the strapline 'The story continues'. Leading the visitor to the next station/courtroom specific interpretation (i.e. the early Victorian cells).



This panel and branding is part of the Police and Magistrates' Court display. This branding will be used on the two reveals to the cell area and will be distinctively different from the Tavistock canal branding.



Example of an interactive jigsaw.

WHS Gateway Centre Zones 4 & 5: Dartmoor/Tamar Valley

Available floor space approximately 12 sq m of floor space (10.8 m of wall run). This will be in the existing interrogation room which will need to be stripped back to show the window reveal. Low-maintenance simple children's interactives to be introduced at various positions within the room. These could involve an aspect of mining innovation, transport etc. The central area of room lends itself to a larger interactive area.

Themes - see Section 3

Colour schemes/logos

Branding:

Dartmoor branding



Typeface: Frutiger

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz



Branding;

Tamar Valley AONB

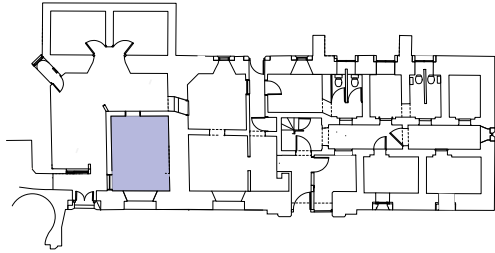
Typeface: Avenir

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz



WHS Gateway Centre Zones 4 & 5: Dartmoor/Tamar Valley



Trails map using the Tamar Valley branding



Examples of simple interactives for children



Dartmoor branding to follow that used in the National Park Visitor Centre

WHS Gateway Centre Zones 6 & 7: Tavistock

Available floor space approximately 18 sq m.

The displays are complementary to Tavistock Museum, which it signposts in an integrated way. The gateway centre will focus on sites ('where to go, what to see') and narratives and so complement Tavistock Museum which concentrates on displays from its collections.

Organisations are profiled such as the WHS, DNP, TVAONB and others such as Tavistock & District History Society and the Tavistock Subscription Library.

The Tavistock room to have large archive images and plans showing how the modern-day Tavistock has hardly changed from the 18th and 19th century remodelling. Walls to be painted in suitable colours reflecting the Tavistock branding. The second (lower) room to utilise large, full-colour images with inset archive shots. Again, there is an opportunity for simple children's interactives.

Themes - see Section 3

Branding:

Tavistock branding

Typeface: Avenir

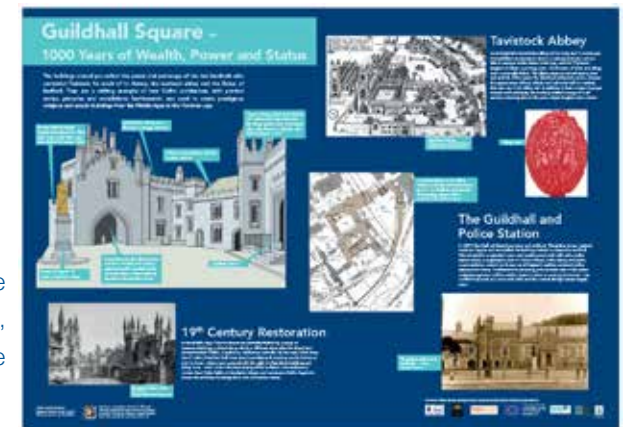
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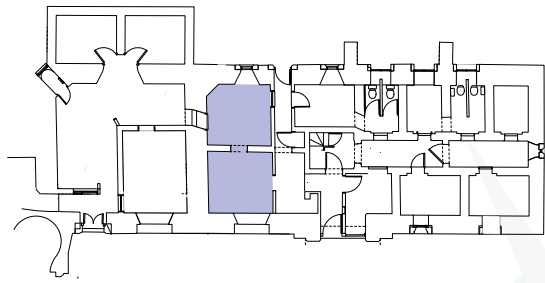
Colour schemes/logos



Example of one of a number of interpretative panels, incorporating the Tavistock branding, situated around Tavistock town centre



WHS Gateway Centre Zones 6 & 7: Tavistock



The Tavistock room to have large archive images and plans showing how the modern-day Tavistock has hardly changed from the 19th century remodelling. Walls to be painted in suitable colours reflecting the Tavistock branding

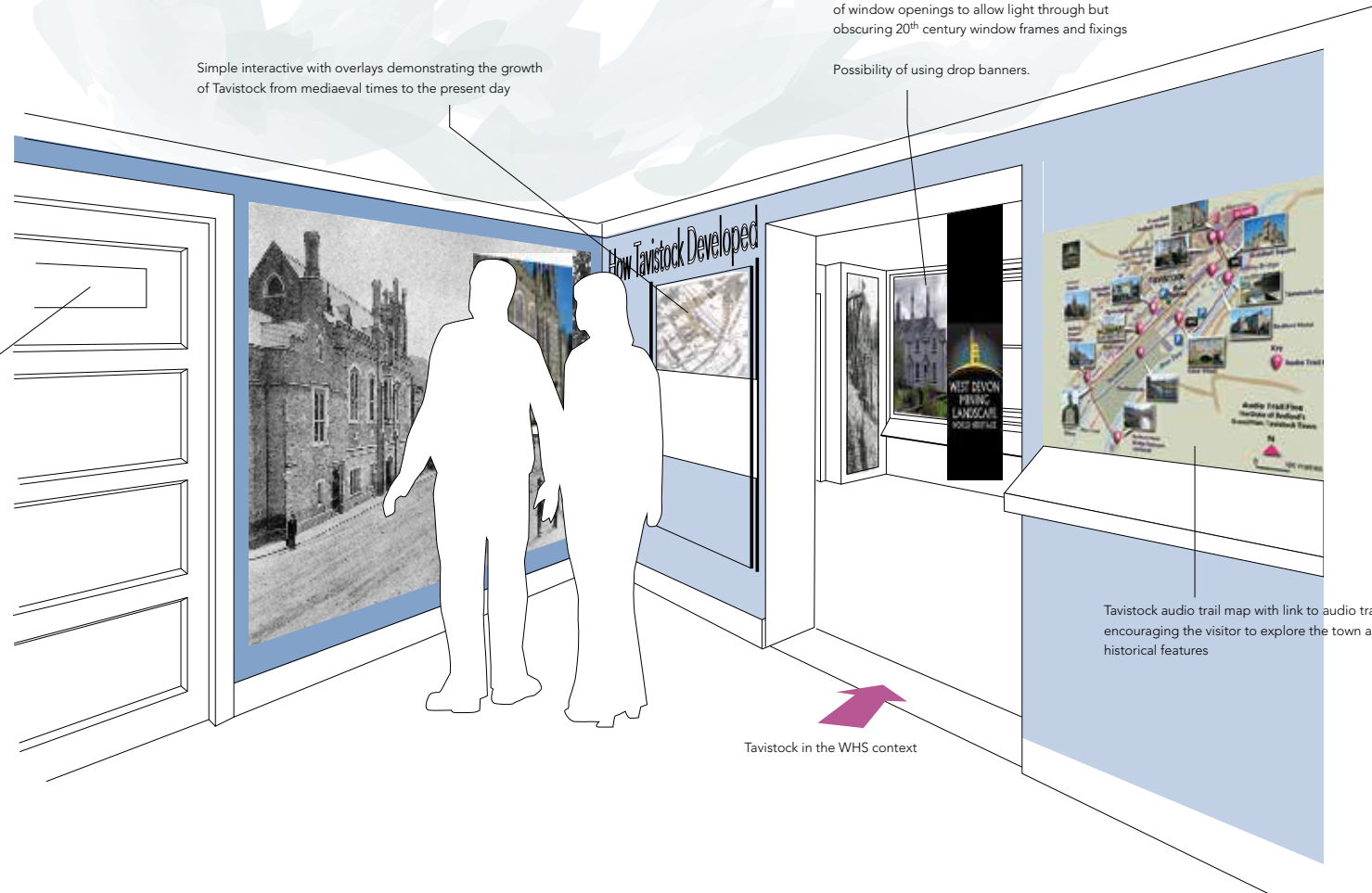
The second (lower) room to use large, full-colour images with inset archive shots. Again, there is an opportunity for simple children's interactives.

Simple interactive with overlays demonstrating the growth of Tavistock from mediaeval times to the present day

Translucent images to be positioned in front of window openings to allow light through but obscuring 20th century window frames and fixings

Possibility of using drop banners.

Existing doorway to remain closed and with new sign "Toilets Only"



Tavistock audio trail map with link to audio trail encouraging the visitor to explore the town and its historical features

Tavistock in the WHS context

Tavistock Police & Magistrates' Museum Zone 2: 1892 cells

Available floor space approximately 7.5 sq m. One cell to contain conventional interpretation in new branding specifically developed for the policing side of the Guildhall. (Cells are relatively constrictive so interpretation needs to follow the conventional route of fixed, yet innovative, 'panels', audio etc.)

Second cell to be fitted out as it would have been in late-Victorian times with simple furniture, wash basin etc. Subtle interpretation to be used in this area (perhaps text reproduced in a book, chalk messages on the wall)

Possible use of audio in one of the cells.

Themes - see Section 3

Branding:

Newly developed branding specifically for those areas associated with the police and magistrates' areas

Typeface: Baskerville

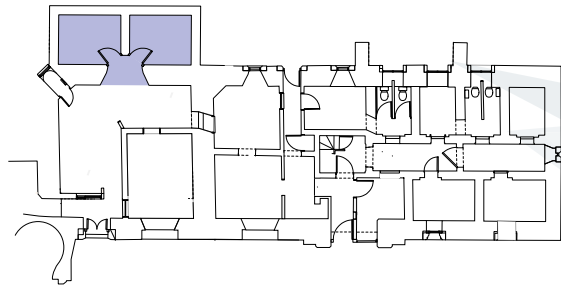
ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

Colour schemes/logos



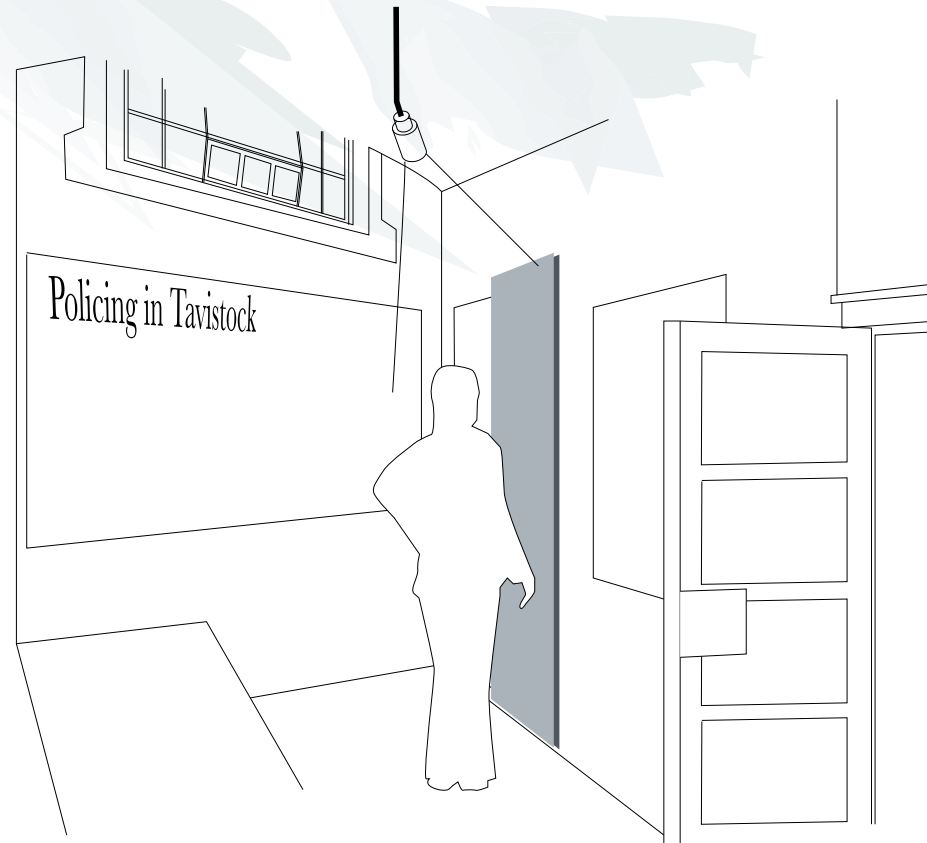
Tavistock Police & Magistrates' Museum Zone 2: 1892 cells



Present interior of 1892 cell



Picture showing the possibilities for using non-intrusive interpretation through books etc.



Tavistock Police & Magistrates' Museum Zone 2: 1848 cells

One cell (second right) to be restored as it would have been in the late 1840s, with subtle non-intrusive interpretation. Simple furniture, wash basin etc. Possible use of audio in one of the cells. Other cells to have their cell doors reinstated to maintain the integrity of the area but preventing access to the general public.

Floors and walls to be conserved and all modern light fittings to be removed.

Themes - see Section 3

Branding:

Newly developed branding specifically for those areas associated with the police and magistrates' areas

Typeface: Baskerville

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

Colour schemes/logos



The buildings have many human stories to tell, both great and small. The photograph (above right) of a cell door of 1848 below the Courtroom, inscribed with graffiti by an army private, revealed that in 1915 soldiers stayed in these cells, before going to the Western Front, as they had WCs.

The graffiti reads:

Pte. T BLEWITT

11134

FROM

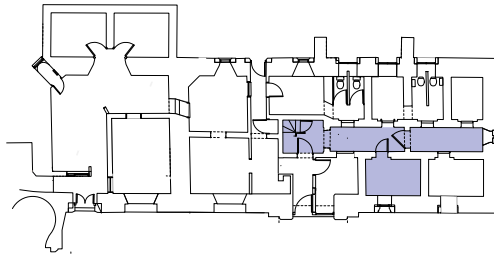
WALSALL

S. STAFFORDSHIRE



Thomas Blewitt, who made this graffiti in 1915, went to the Somme in World War I and survived being gassed (once) and wounded (twice). Sadly, though, he never made it to the end of the war. Thomas fell, mortally wounded, at Lens (just 12 miles from where he experienced his first combat), 11 April 1918 - 7 months, exactly, before Armistice Day.

Tavistock Police & Magistrate's Museum Zone 8: 1848 cells

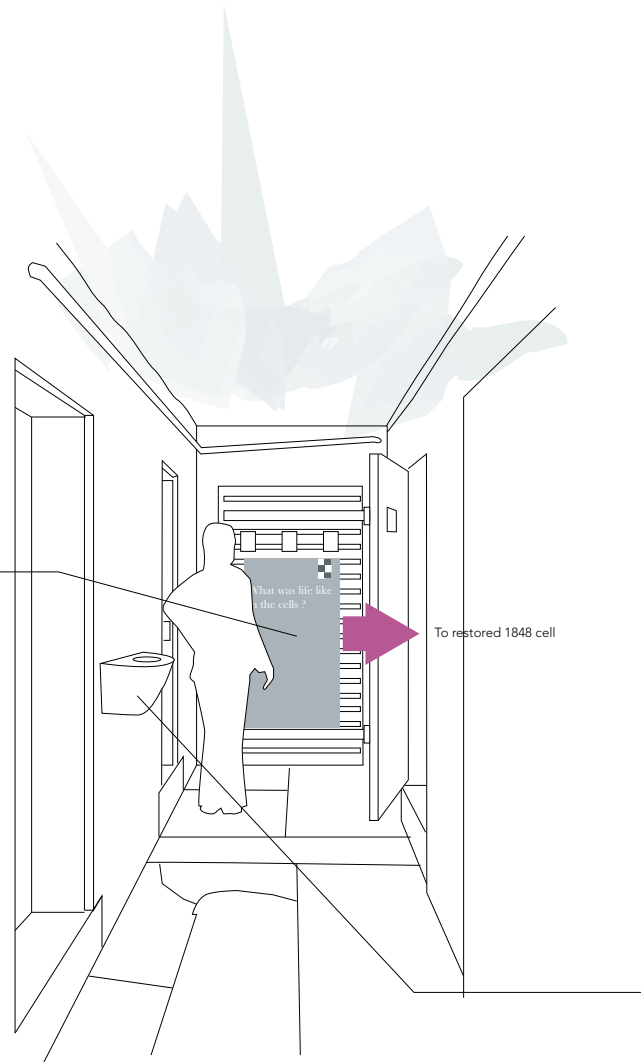


Subtle interpretation could be provided via old-style replica books with inserted contemporary text (as shown left)



Present interior of the 1848 cell with its low wooden bench

Cell door midway along corridor will be closed (or partly closed) most of the time. This will enable a conventional interpretation (panel?) containing general information to be mounted on the door



View along the corridor



These original washbasins to be reinstated to their original position within the corridor

3 Outline Interpretation Plan

Interpretation planning stems from pre-existing and newly completed strategies, and gains added value from the outputs from the WHS 'Discover the Extraordinary' Project and the Tamar Valley Mining Heritage Project. The Tavistock World Heritage Site Key Centre Steering Group's 'Interpretation Strategy' (Thompson, 2014) and 'Learning Strategy' (Kell, 2013), both of which are linked with WHS strategies in each discipline, are the closest guides and are included as Appendix I and II.

Extracts are not transposed into the main body of this report for the sake of space.

Whilst the framework is set by these strategic pieces of work, and a range of themes and topics that follow have been cited in preparation for this submission, the process of detailed interpretation planning will be undertaken during the development phase. There are three principal strands: WHS Gateway Centre; 'Police & Magistrates Museum'; and Architecture and Buildings – each of the three categories distinguished visually and characteristically by design.

During the development phase, the Project Officer will coordinate the process of interpretation planning. A steering group will be set up, inclusive of Tavistock Heritage stakeholders and wider representatives of the community and, importantly, user groups. Focus groups and workshops will engage a wide range of people – from young to old, guided by the principle of lifelong learning – to influence interpretation outcomes. Whilst the orientation and information facility for the WHS has to communicate a relatively targeted tier of interpretation, there is still considerable flexibility in secondary tiers, especially in the hierarchy and strands for children and 'quick look' options. The provision for interactives is also purposefully left unspecified at this stage as this will benefit hugely from the input of actual users. There is also greater flexibility in the 'Police & Magistrates' Museum' general interpretation and, apart from the interpretation of the historic cells and courtroom and their function as part of the forward-looking vision of the Dukes of Bedford, the development phase will first see early engagement with the Police authority and museum personnel before making any plans at this stage. However, in this regard, preparatory discussion has already been initiated with the Curator of the Devon & Cornwall Police Collection in Okehampton, regarding the Guildhall as an appropriate hub for a permanent (yet rotational) Police display in the Courtroom, and a dialogue is progressing as to the suitability, and viability of collaboration. Further, an informal yet complete site-based video record has been made of the entire Police Station-Court complex (in its 2014 'recently vacated' state), drawing on over three decades of first-hand experience of former Tavistock police sergeant Simon Dell MBE. The later episodes of this second oldest police station in England (and the oldest in the West Country) are brought to life by his narrative, and key people like Simon will be invaluable in future guidance.

Example themes are advanced at this stage, and fixed on-site interpretation will incorporate various media but concentrate on the robust in anticipation of the environment and the un-manned use by a wide-ranging target audience! Fixed interpretation will be designed to be light-touch on the historic fabric and will be technically, and practically, reversible.

Example interpretive themes for each zone (to be worked up during ‘development’):

Our Mining Culture Shaped Your World

Between 1700 and 1914 the metal mining industry of Cornwall and west Devon transformed the landscape. It fed the Industrial Revolution in Britain and influenced the development of our modern world.

A welcome is followed by a concise overview of the wider WHS, including: Explanation of WHS status and the concept of Outstanding Universal Value and the serial site’s overarching themes of Earth Treasures, Mining the Resource, Organised for Industry, Mining Society, Innovation and Cutting Edge Technology, “Cornish and Devonshire” Mining Overseas, and The Cornwall and West Devon Mining Landscape.

An overview of the Eastern segment of the WHS is then graphically illustrated with signposts of ‘where to go and what to see’.

Tavistock Canal - Mining Engineer and Entrepreneur: John Taylor and the Tavistock Canal

The River Tavy flows from Dartmoor and through Tavistock to the Tamar. Tavistock Canal built 1803-17 as: a waterway to transport copper and lead ores (in particular) from Dartmoor and Tavistock area mines to the Tamar port of Morwellham; as a leat to power waterwheels (mining, farming and to promote other industry; and now of course HEP); and its tunnel portion as a mining prospect (its cutting discovered several mines). Starting point for structured self guided learning and exploration of the Tavistock Canal via audio trail and fixed interpretive trail.

Dartmoor - Tinworks and Tanners: the Dartmoor Mining Landscape

The tin mining, and not so well-known lead-silver, copper, iron, manganese, etc, of the moor and its interaction with Tavistock as a Stannary Town, a source of engineering products and expertise, of merchants and finance etc. Signposts to the Dartmoor National Park High Moorland Visitor Centre, Dartmoor Prison Museum and Okehampton Museum. Starting point for structured self guided learning and exploration of Dartmoor.

Copper Bonanzas, and Arsenic: from Pesticides to Homicide! The Tamar as Tavistock's Industrial Highway.

The Tamar Valley Mining District, and the influence of copper output, in particular, on the Dukes of Bedford who owned Tavistock and whose mineral property in West Devon accounted for almost 20% of copper sales – of the whole southwest of England orefield - from the 1840s to the 1860s! And arsenic, too, which from the late 1860s to the late 1880s dominated world supply.

Signposts to the Tamar Valley, including Morwellham, the Tamar Trails Centre and the Tamar Valley Centre, Cotehele, Kit Hill, Bere Alston etc.

Starting point for structured self guided learning and exploration of the Tamar Valley. Tamar Trails Centre, Morwellham and Devon Great Consols, Tamar Valley Centre, Kit Hill, Cotehele Quay Discovery Centre (the starting point for discovering the Cotehele Estate). Promoting access to multi-use trails.

Tavistock - Power and Patronage: the Dukes of Bedford

Guildhall Square and Bedford Square as one of the best-known town-centre views in the Westcountry.

Its early years:

“Monks, markets and merchants”

“Coining Tin: A Stannary Town”

and its later period during the industrial revolution (highlighting WHS attributes that contribute to OUV):

A Company Town: Devon Great Consols and the mid-Victorian remodelling of Tavistock”

“Casting for industry”

“Bedford's Model Cottages”

“Mining Migration and Overseas Adventures”

Town Trail audio download and focal starting point for structured self guided learning and exploration of Tavistock.

Tavistock Police & Magistrate's Museum

1892 cells

The strategy is to conserve one cell in its original state, and interpret a second, including:

“Rescued in the Nick of Time: Prisoner James Stevens and The Great Flood of July 1890”

“Tavistock's ‘modern’ policing”

1848 cells

The strategy is to conserve one cell in its original state, and interpret a second, including:

“The Bedfords and ‘Bobbies’: The Duke of Bedford's Parish Constable Force of 1823”

“The Tavistock Police Force of 1856”

“Fear of the ‘Dangerous Classes’: Crime & Punishment”

“What's in a Name: the graffiti of Private Thomas Blewitt”

Courtroom

Conserved courtroom with new multi-functional use, hence subtle and restrained interpretation, including:

“One of the first police station-courtroom complexes in England: Prototype Modern Courts in Tavistock & the Old Bailey”

“You Be The Judge: Take Him Down”

(Further research in the files of the West Devon Records Office)

Tentative displays from the Police collection.

4 Capacity and Visitor Management

Capacity

WHS Gateway Centre main displays (exclusive of the cells and Courtroom experience which is double this size) have a floor area of just over 50 m² appropriate for a 40 persons coach tour, or large school group, at any one time.

Realistically the capacity of the visitor experience is limited to around 800 per day, as a maximum, with an expectation of between 30,000 and 45,000 users per year.

Heritage Learning Space: The intact Magistrate's Retiring Room at 42m² is half the recommended custom-designed learning space for a typical class of 30 children. However, in the case of the Gateway Centre, there are low-tech hands-on learning interactives accompanying the exhibitions, and demand indicates that a desired space is not a classroom as such (they have this back in school), rather somewhere appropriate to have short discussions, for re-grouping, and eating packed lunches. There is a dedicated bag-drop, too, in one of the 1848 cells that was adapted for re-use by the police during the 1970s as a clothes-drying room.

The facilities and resources will be further used for familiarisation and training activities as detailed in the Activity Plan.

Visitor Management

Visitor Flow: See plan

The Public Entrance (double doors of the old "Fire Engine House" – when in 1840s the concerns of urban planning, housing, education, public health, police and fire prompted the "Fire Police" as a precursor to the fire brigade).

Reception. The layout of the entrance foyer allows for a personal greeting such that visitors do not need to resort to signage as their main means of navigation; although this is provided as distinctive and supplementary means. From Monday to Friday this will be a trained member of Tavistock Town Council's front of house 'one stop shop' staff, whilst at weekends it will be staffed by volunteers (TTC offices and public services can be securely isolated as required). Volunteer stewards will additionally be stationed in the Courtroom, and booked guided tours will also be available. There will be CCTV monitoring here covering the Ground Floor Exhibition spaces, the Courtroom, and Heritage Learning Space.

The Heritage Learning Space for schools is separate (see plan) but is also multi-functional and available for booked groups.

5 Management Model

“...Integrated service delivery needs to be coordinated and any partnership of relevant parties should be formalised. A single accountable body needs to be responsible... single point of contact.” “Any partnership created to deliver Key Centre functions for Tavistock will need to include organisations that can contribute to this (educational) service provision.”(Quotations refer to Tavistock WHS Key Centre assessment, 2012).

It is proposed that practical delivery, and sustainability, of both the project development, its delivery, and ongoing heritage learning outcomes in the context of the wider Tavistock Heritage Gateway, could best be achieved through the development of a unified heritage body. This could be named, for example, “Tavistock Heritage”, a group that rationalises, and not duplicates, such a stakeholder group similar to that already serving such purposes, acting as a single point of contact on an “eco-museum”¹ principle to protect, enhance and promote the heritage of the Gateway Centre, the Town and immediate surrounding area. Such a delivery model would also serve to assist the Town Council to deliver its proposal.

[¹ this, sometimes misleading, term refers to a community-driven partnership that links together existing and new features, related to the heritage around a central theme (i.e. Tavistock’s heritage), to help preserve that heritage and the traditions of the local community].

It did not seem practical, realistic nor necessary to create an entirely new organisation to develop heritage learning in Tavistock. The fundraising environment for heritage learning is increasingly competitive. More and more organisations are seeking to improve their fundraising activities as public sector resources are reduced. In this context the importance of partnership working is becoming increasingly clear to many heritage organisations. By working together in a more organised way, through a consortium or partnership group, this network can share skills, deliver joint marketing, develop partnership funding bids and support a holistic approach to heritage trails and other activities which help people access and explore a range of sites and make interesting connections between them. It can further help to initiate and develop partnership programmes and raise the profile of existing resources. In the short term, raising the profile of existing activity, investing in joint marketing and developing itineraries which connect existing experiences and sites will be the priority. Skills development and skills sharing will be embedded through the network of heritage learning providers in Tavistock and the Tamar Valley.

‘Tavistock Heritage’ will serve as a point of co-ordination and a catalyst for involvement and, should the stage 1 application be successful, be further developed as an embedded resource for the community and supported by an on-line resource.

The model for 'Tavistock Heritage' is prompted by the Cornwall and West Devon Mining Landscape World Heritage Site and guided by the Tavistock Key Centre Learning Strategy (Kell, June 2013) which recommended the first short term action to form a Key Centre delivery partnership/network (first undertaken in 2012).

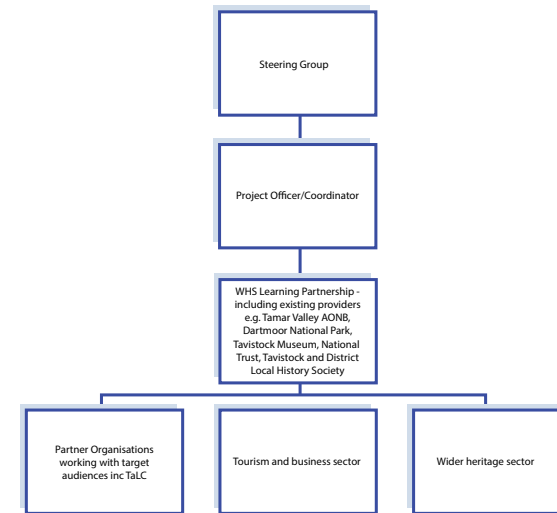
The structure will be determined by extensive stakeholder consultation and aspire to principles of being rooted in the Tavistock Community, but with interchangeable roles concerned with the preservation, conservation, interpretation and management of Tavistock and district's distinctive heritage for place-based sustainable development. It will be a dynamic, active group based on a community agreement that will likely involve the following:

Public representation:

- Tavistock Town Council
- West Devon Borough Council
- Devon County Council
- Dartmoor National Park Authority
- The National Trust
- Cornwall and West Devon Mining Landscape World Heritage Site
- Tamar Valley AONB
- English Heritage

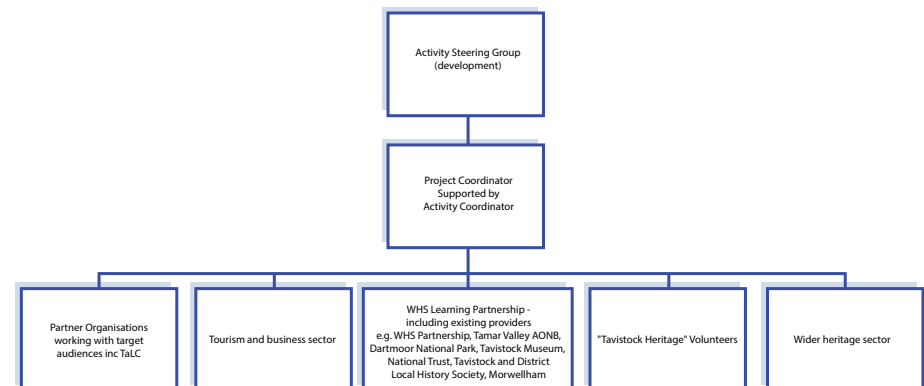
Local Community Heritage:

- Tavistock Museum
- Tavistock Subscription Library
- Tavistock & District History Society
- Tavistock Forward
- Tavistock Business Association
- Tavistock Chamber of Commerce
- Devon Historic Buildings Trust



Project Management Structure for for the WHS Gateway Centre and Police & Magistrates' Museum elements.

For the purposes of this application, the management structure for the development stage of the WHS Gateway Centre, and Police & Magistrates' Museum (as distinct from the wider Gateway Centre under direct Tavistock Town Council management) will be:



Projects will differ in the level of engagement by Tavistock Heritage, and of respective leads, for example Tavistock Town Council are the lead in this current application.

Examples may include:

Tavistock Townscape Heritage Initiative - Tavistock Heritage lead

Guildhall Project – Tavistock Town Council lead

Raising Steam – Cornwall Council/CWDMLWHS lead

Heritage Open Days – Tavistock Heritage lead

Tavistock & Tamar Valley Mining Heritage Key Centre activity – Tavistock Heritage lead

Taylor Square Mural

Drake's signboard

Tavistock signage – Devon County Council lead

Tavistock – Tamar Trails Centre link – Devon County Council lead

'Tavistock Heritage' will be represented in the overall gateway centre project throughout the Development and Implementation phases as key members of the Project Steering Group (through TTC, TTHP and WDBC representatives). 'Tavistock Heritage' will continue its guidance role, thereafter, and as necessary, as one of its strategic projects.

For the Development of the WHS Gateway Centre and Police & Magistrates' Museum, a Project Coordinator supplemented by an Activity Coordinator will be responsible to the Project Manager and thus to 'Tavistock Heritage'. During Implementation this structure will remain to manage design and delivery of both the physical facilities and activity. Beyond the project lifespan, in addition to the benefit from Tavistock Town Council reception staff, the resource will be managed by a part-time (3 days per week) post to coordinate a volunteer body of circa 20 persons, 2 volunteers acting, per day, in steward roles. During the development phase the determination of future resource for this post (whether from partner contributions, or by grant applications) will also be resolved in order to sustain, in the long term, those people and community outcomes that are dependent on building and maintaining relationships across the network of local organizations that will contribute to 'Tavistock Heritage'.

6 Outline Activity Plan

Education and Learning

A full Activity Plan for heritage learning will be produced during the development phase. However, the following outline plan has been developed using guidance from learning and interpretation strategies already adopted by 'Tavistock Heritage'.

- 6.1. Establish a Tavistock Heritage Learning Network which connects schools and other learning providers with heritage organisations and sites in Tavistock and the Tamar Valley. The network's purpose would be to:
 - Exchange ideas and information e.g. through meetings and newsletters.
 - Establish a shared approach to evaluating heritage learning activity.
 - Provide a consultative forum for heritage learning activities undertaken by 'Tavistock Heritage'.

- 6.2. Develop a programme of training for teachers which helps them integrate learning resources about the area's heritage and site visits into programmes of study connected to the national curriculum:
 - 'Twilight' sessions during which teachers would be invited to visit sites and discuss the available learning opportunities.
 - Training about both the nature of the heritage (e.g. Tavistock Abbey, the meaning of World Heritage) and how to use sites as a stimulus for active learning both in the classroom and during visits.
 - Training on how to link site visits into teaching the Inspire Curriculum for those Cornish and Devon schools adopting this approach.
 - The evidence base from the evaluation of the WHS "Rags to Riches" (R2R) project (in particular the INSET and Twilight sessions) will guide the above.

- 6.3. Produce teachers' packs and online resources linked to the national curriculum and covering the full range of subjects.
 - 'Tavistock Heritage' would work with organisations such as Sense of Place and/or students with teacher training providers and in consultation with members of the Tavistock Heritage Learning Network.
 - There appears to be a particular need for resources connected to Tavistock including the abbey and the life of the monks, the Bedford estate and urban development and exploring buildings and their material properties.
 - Teachers' resources about the Tavistock Canal would cover (a) history; (b) technology including the canal's contemporary contribution to sustainable energy through the hydroelectric generation at Morwellham; (c) environmental education and the urban fringe including water and woodland habitats.

6.4. Establish the Guildhall complex (including neighbouring museum and Subscription Library) as the focal location for heritage learning activities in Tavistock and as the start/end point for visitors by:

- Offering a visitor and tourism information service staffed by volunteers at which residents and tourists can find out about heritage events and places to visit in the area. This would include retailing maps, guide books and leaflets.
- Creating teachers' and students' resources about the buildings and the history of policing which could be used off-site and during a visit throughout the building and in the learning space.
- Developing first or third person interpretive costumed tours of the Victorian police cells and court room and training volunteers to deliver these. These tours would be tailored to the needs of targeted audiences e.g. schools and group visits.
- Using the learning space to develop learning activities delivered by volunteers and related to the museum's collections as the museum itself does not have the space to do this.
- Using the learning space and associated facilities as the venue for some of the events and activities forming the annual heritage calendar (see 6 below).

6.5. Devise a marketing plan to promote the use of the Guildhall for both community and commercial use in ways which both encourage the widest possible community take up and contribute towards financial sustainability. This would include promoting the Guildhall as a venue for:

- Weddings by providing a historic setting for civil ceremonies in the court room.
- Lectures and meetings for community organisations.
- Concerts and theatrical productions.
- There is evidence of need, cited by the WHS Office, for an appropriate WHS cultural programme event venue in Tavistock, to enable the east of the WHS to benefit more from this activity.

6.6. Develop an annual programme of heritage events and activities covering Tavistock and the Tamar Valley. In so doing 'Tavistock Heritage' would focus on coordinating existing provisions and filling gaps in the calendar between the town's festivals and events. The programme would be designed to meet the needs of existing and new target audiences and would include:

- In the first instance, developing and implementing a plan to coordinate and market existing activities more effectively through the 'Tavistock Heritage' website, social media and print media.
- Traditional skills and craft events inspired by the urban and rural historic environments and historic crafts of the area e.g. lime plastering, working in wood.

- Participation in the Festival of British Archaeology e.g. themed guided walks, workshops such as looking at buildings and researching your house.
- Developing a family learning programme during school holidays and half terms including storytelling, living history and themed activities such as monastic ink and parchment making.
- Establishing World Heritage Site Discovery Days either in association with Heritage Open Days in September or during a spring weekend.
- Introducing a prestigious annual lecture on an aspect of the area's archaeology, history or heritage to be delivered by a recognised academic or professional authority.
- Setting up a West Devon Young Archaeology Club affiliated to the national YAC with a winter programme of activities in the Guildhall and a summer visits programme.
- Working in partnership with youth and community groups to develop one-off events such as Museums at Night and Takeover Day.
- Collaborate with creative and performing arts organisations and individual practitioners to develop plans and funding applications to bodies other than HLF in order incorporate the arts into interpretive and learning programmes e.g. artists and writers in residence' schemes and community drama using the Guildhall.
- Introduce a *son et lumiere* production focussed on Guildhall Square during summer evenings.

6.7. Introduce a plan to develop and expand the number, scope and accessibility of guided interpretive tours. This would entail:

- Working with Moorland Guides, the History Society and other relevant organisations to develop a simple system for training, quality assurance and possibly accreditation for 'official' Tavistock guides whether voluntary or paid. This system would be piloted and evaluated during the 'Tavistock Heritage' development phase so that an officially branded Tavistock guided walks programme could be trialled and evaluated during the first season when the Guildhall Centre opens.
- Creating and maintaining a guides' training programme covering historical content, guiding and interpretive techniques health and safety and group management.
- Increasing the range of guided tours, especially during the main holiday season, to include costumed interpretive walks and interactive tours for families (e.g. life in the Tavistock Abbey led by a monk; the Bedford Estate led by the Duke's steward).
- Producing guide manuals and props.
- Work with organisations representing disabled people to develop accessible guided tours for disabled people and to train volunteers to lead them.

6.8 Develop an innovative outreach programme to (a) engage specific hard to reach audiences and village communities in the area's heritage (especially young people and the elderly) and (b) raise awareness of the Cornwall and West Devon Mining Landscape World Heritage Site in general among residents of West Devon. The programme will entail:

- Identifying suitable venues in Tavistock and West Devon's villages within a radius of 5-8 miles from Tavistock (covering the Tamar Valley to western Dartmoor and Princetown) such as residential and nursing homes, community centres, village halls and libraries.
- Piloting and developing activities such as talks, archive/artefact handling, reminiscence sessions and travelling exhibitions for clearly defined audiences.
- Creating resources to support outreach activities e.g. activity boxes.
- Training a dedicated group of outreach volunteers to deliver the programme.
- Feedback from the WHS "Rags to Riches" project, particularly engaging in heritage/culture in non-heritage venues (involving both business and community), will be reviewed.
- Liaison with the Tamar Valley AONB (as a key partner of 'Tavistock Heritage'), benefiting from the experience of its current "Helping Hands for Heritage" (HH4H) volunteer project.

Community participation and engagement

1. Provide a governance structure for 'Tavistock Heritage' which enables community organisations to contribute substantially to the planning, development, management and conservation of the 'eco museum' in Tavistock and the Tamar Valley.

2. Undertake a desk analysis of existing audience evaluation resulting from the WHS Discover the Extraordinary (DtE) Project and its R2R project, and the Tamar Valley AONB's "Helping Hands for Heritage" (HH4H), to inform and guide the focus for Tavistock-specific audience research.

3. Consult local people, including currently under-represented and hard to reach groups. During the project development phase 'Tavistock Heritage' will conduct:

Audience research in order to better understand target audiences' needs and motivations and the obstacles to their engagement with heritage.

A volunteer audit to ascertain heritage sites' current and future requirements and volunteers' interests and skills, aspirations and training needs.

4. Develop partnerships with the business community and raise awareness by:

- Working with Tavistock BID and/or other business organisations to develop their embryonic tourism ambassador programme and ensure heritage is a central element of the training programme.
- Collaborating with tourism providers, TAVATA, SECTA and other relevant tourism organisations to deliver familiarisation visits to the Guildhall centre and other heritage sites.

- Working with business organisations to incorporate heritage more strongly into the BID's coach driver's pack.
- Developing packages for the Travel Trade, particularly for day visits centred on Tavistock.
- Encouraging and promoting sustainable heritage tourism initiatives such as assisting networks of accommodation providers to offer 'package deals' for specialist breaks.
- Contributing towards sustainable tourism through designing and promoting new itineraries based on public transport and activities such as walking and cycling.
- Identifying and training heritage business champions modelled on that delivered elsewhere in the WHS by COAST. A key role of the champions would be to foster partnerships between businesses and heritage organisations.

5. Foster and support community heritage research projects by:

- Assisting community groups to access sources of expertise and funding.
- Providing a focal point for advertising volunteering opportunities and disseminating information.
- Initiating projects through the work of 'Tavistock Heritage' partners e.g. an oral history project focussed on local people's experience and perceptions of their heritage.

Volunteering

1. Conduct a heritage volunteering audit to assess the needs of both heritage managers and volunteers including levels of demand, interests, skills and training requirements. This will be carried out during the project development stage and will inform the detailed development of the activity plan.
2. Produce and implement processes for the recruitment, selection, induction and management of volunteers drawing on good practice elsewhere e.g. National Trust, Investing in Volunteers.
3. Establish 'Tavistock Heritage' as the focal reference point for heritage volunteering for both heritage sites and volunteers.
4. Plan to diversify volunteering opportunities and for a wider range of people e. through provision of micro volunteering, family volunteering and short term specific projects.
5. Develop volunteering opportunities for young people in conjunction with organisations such as Duke of Edinburgh Award and Prince's Trust.

Heritage Skills Training

1. Identify the training needs of existing staff and volunteers in heritage sites across Tavistock and the Tamar Valley and devise and budget for an appropriate training programme centred on the Guildhall as the core venue.
2. Create non accredited training sessions and manuals for volunteers. This will include customer care, tourism information (if this service is provided in the Guildhall), Guildhall stewards modelled on National Trust room guide training, training for volunteer tour guides and interpreters/presenters.
3. Investigate the potential for accrediting heritage skills training for volunteers e.g. Welcome Host training and links to NVQs.
4. Collaborate with local schools and the region's colleges and universities to provide work experience in heritage management, events management, promotion and marketing as appropriate across 'Tavistock Heritage' partners.
5. Explore the possibilities for establishing international links with other World Heritage Sites to encourage volunteer exchanges.
6. Liaise with the Tamar Valley AONB, particularly the current "Helping Hands for Heritage" volunteer project and the AONB's accredited NVQ awarding body status.

The Project's Activity Plan is appropriately guided by education and interpretation strategies that have already been endorsed by stakeholders.

There is a supportive relationship with the "Raising Steam" bid made by Cornwall Council, but there is no dependence upon it. If "Raising Steam" is successful, it will help to deliver the Learning Strategy elements of the Tavistock Key Centre Action Plan, and those of the WHS Gateway Centre in the Guildhall, and "Tavistock Heritage" will be ready to assist in its delivery.

Research:

There are also good research opportunities, and not necessarily in the most obvious areas, for example: the early influence of Robert Peel upon the 6th Duke and 7th Duke (and other Bedfords), in their shared interests in reform, the expansion of liberty and of faith in progress. Peel had his 'Peelers' in Dublin in 1813 (where the 6th Duke had earlier been Lord Lieutenant of Ireland) - 16 years before he established the 'Bobbies' of the Metropolitan Police, and his later years in the House of Commons, as Home Secretary and later Prime Minister (twice, 1834-35, 1841-46, when he was succeeded by John Russell, 1st Earl Russell, who was also to serve twice as PM). A Research Strategy will be produced during the development phase.

7 Supporting Web and other Media Outputs, including publications

Website

From the Tavistock Interpretation Strategy (A Thompson, 2014), it was agreed that:

“Tavistock needs a designated World Heritage website which would act as a virtual interpretation centre. The website should provide more detail than the WHS site, to which it should be linked, and project the Key Centre Area’s identity in a way comparable with Geevor’s website (www.geevor.com). This would enhance intellectual access, serve as an effective marketing tool and provide signposting and orientation to other sites within the Tamar Valley and Areas 8 and 9. Another potential model is the website for Blaenavon at <http://www.visitblaenavon.co.uk>. The Area’s online presence should also be improved through the deployment of social media.”

The website should take the form of a singular ‘Tavistock Heritage’ web portal, i.e. a specially designed website which brings information together from diverse sources in a uniform way, with each information source getting a dedicated portlet on the page for displaying summary information clicked to link directly to newly designed web pages.

Publications

From the Tavistock Interpretation Strategy (A Thompson, 2014), it was agreed that:

“A guide book should be produced that conveys the main themes for Tavistock and the Tamar Valley. It should be a full colour, well illustrated publication written in an accessible style, for example with a similar design to the travel guides published by Dorling Kindersley.”

A detailed brief will be produced as part of the development phase, and external funding opportunities will be explored.

8 Marketing and Publicity

Audience Analysis

To be effective and appropriate, interpretation and heritage learning needs to be tailored to specific audiences. Both the Learning and Interpretation strategies found that existing data about Tavistock's actual and potential audiences is inadequate. An **outline audience development strategy** would be commissioned as part of the developmental phase of this project with a brief to review available data, conduct quantitative and qualitative research and use market segmentation techniques:

- To identify current audiences and their motivations.
- To identify new audiences and their expectations.
- To identify how those audiences might be targeted.
- To produce a costed action plan for developing new audiences.

The Learning and Interpretation strategies concluded that there is:

- A relatively large potential local market for heritage learning and interpretation, much of which is untapped. In particular there is an opportunity to prioritise the co-ordination and marketing of programmes for schools, teachers, families and tourists, all of whom are presently have relatively few opportunities to learn about the local World Heritage Site;
- Limited awareness of heritage learning activities and products related to the World Heritage Site among consumers, the business community and even within the heritage sector.
- Evidence that people value their local heritage strongly.

Existing Audiences

The Learning Strategy identified the principal existing audiences for heritage learning in the Tavistock area as:

- Special interest groups;
- Family/ local historians;
- Adults.

It also identified the following secondary audiences:

- Business/ tourism sector
- Schools
- Families with children
- People with disabilities.

Target audiences

The Learning Strategy concluded that there are opportunities to extend and improve the level of engagement with the following core audiences:

- Schools (especially those in the immediate vicinity)
- Teachers
- Families with children
- Tourists

Schools and families currently have relatively low levels of engagement with their local heritage and there is considerable potential to improve their access to resources and activities. Engaging children and young people with their heritage fosters a culture of involvement with and enjoyment of heritage and is directly related to its future sustainability.

A large number of tourists visiting the area each year and this is an important but relatively untapped market. As the Dartmoor Partnership Tourism Strategy 2009-2015 shows, there is potential to target high spending visitors and to increase the value of each visit through activity packages and experiences. In addition to the findings from strategies undertaken on behalf of the Tavistock Key Centre Working Group, there is considerable evidence of need and tourism economic data available from WDBC, DCC and the WHS - as key partners of 'Tavistock Heritage'. These will be analysed during Development.

The Learning Strategy also identifies additional target audiences as

- Adult learners
- Young people
- FE/HE groups
- People with disabilities
- Older people
- Special interest groups
- Family historian.

Tavistock is within close proximity to a number of FE and HE institutions. Plymouth University and Exeter University both provide undergraduate and post-graduate courses to which the area's heritage is relevant.

The local population is older than the national average. 55% of the local population is aged 45 and over, compared to 41% nationally. It will, therefore, be important to continue to develop the provision for adult audiences and older people. Mosaic data shows a higher than average number of 'independent older people with active lifestyles' living in Tavistock. This is a positive indicator for future volunteer recruitment and suggests that catering for local, as well as visiting, adults will be important.

Audience needs and perceptions

Consultation conducted for the Learning Strategy revealed that:

1. Among formal education organisations/providers:

- The main obstacles to heritage learning are the cost of transport plus time constraints and lack of awareness of the opportunities.
- There is a need for free/low cost activities linked to the new national curriculum and catering for a range of abilities and learning styles.
- 80% of those surveyed said they valued the town's heritage 'very much' and a further 20% replied 'somewhat'.
- 70% of respondents said they valued local mining heritage 'very much' and the other 30% replied 'somewhat'.
- The majority of survey respondents have participated in activities or used resources which support WHS heritage learning and 86% rated their experience as interesting and enjoyable.

- There is demand for outreach activities and downloadable resources such as teachers' packs, outreach sessions in school, loan boxes, interactive materials for use on white boards and websites with interactive tours and learning activities.
- There is demand for packaged activities and site visits offering practical experiential learning including arts events with local heritage themes (including painting, music, dance and drama); combined visits to Tavistock and other sites such as Cotehele, Tamar Valley AONB and Dartmoor National Park; discovery trails around Tavistock and other WHS sites; living history events recreating the story of Cornish mining.

2. Among informal learners:

- The main barriers to engagement cited are lack of time and awareness.
- 83% of respondents said they valued the heritage of Tavistock 'very much', 14% replied 'somewhat' and 3% were neutral.
- 69% of respondents said they valued local mining heritage of Tavistock 'very much', 28% replied 'somewhat' and 3% were neutral.
- 92% of people who completed the survey said that they would like to find out more about the mining heritage of Tavistock and the surrounding area and are keen to be involved
- There is demand for resources and activities which connect sites and offer a 'package' of experiences including maps, self-guided trails and guided tours within and between sites.
- More traditional learning and interpretation remains very popular and there is considerable opportunity to expand the provision of exhibitions, interpretation panels and guide books.

Despite the very strong demand among formal and informal education providers and learners for more access to events, activities and resources which help them learn about and enjoy the World Heritage Site, there is:

- A widespread lack of awareness of current heritage learning opportunities and interpretation for among both teachers and informal learners.
- Members of the business community also responded that they lacked knowledge and understanding of Tavistock's World Heritage and what it might mean to their customers.
- There is widespread confusion and lack of understanding about how Cornish Mining is relevant to Tavistock and West Devon.

- The World Heritage Site lacks a sufficient number of strong local advocates, both individuals and organisations, who can both build on the interest expressed in the heritage, explain its relevance to local people and help to increase the community's engagement with and sense of ownership of this heritage.
- Strong WHS business partnerships have been developed in the Tamar Valley (e.g. Tamar Trails Centre, Sandhill House), and this model needs to be extended to Tavistock.
- Heritage in West Devon and Tavistock is predominantly the province of a small group of ageing enthusiasts. There is an urgent need to stimulate and engage younger audiences if the heritage is to be sustainable.
- The Project will liaise with the WHS Partnership to learn from activity and outcomes achieved elsewhere in the WHS.

The above audit will inform the tasks of 'Tavistock Heritage', the Project Coordinator and a marketing advisory group convened to steer the **Outline Marketing Plan**.

'Tavistock Heritage' and its partners will further optimise **PR opportunities** within their existing individual and collective systems and resources, generating a regular programme of stories, from research to events.

Again, close collaboration with the WHS Partnership will be maintained to have access to wider support undertaken for the benefit of all partners, and to coordinate and optimise opportunities and outcomes more specific to Tavistock and the eastern part of the WHS. In doing so, there are significant strategic gains to deliver for the entire WHS - an essential objective of the development of a WHS Key Centre in Tavistock.

The project is an essential element of the development of a Key Centre for Tavistock, which in turn is an agreed priority of the CMWHS Partnership - including all three local authorities, two AONBs and the National Trust - and why these organisations actively partner and support the project with time and funding for key research.

9 Project Heritage Outcomes

Heritage is better managed

Under the property ownership of a single public body, the versatile combination of public services, community facilities and heritage interpretation and learning delivered by a strategic partnership, offers a robust strategy for viable long-term use. Ownership of the historic core zone of 'Bedford' buildings by Tavistock Town Council, with its established and successful track record of maintaining historic buildings, will enable consistent management and maintenance. The purchase of the Guildhall, added to an existing maintenance strategy, will ensure, once renovation works are complete, that the building is kept in good condition.

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

Heritage is in better condition

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

Graham Lawrence (Conservation Officer) was consulted on site with the plans and issued the following statement:

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

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

Heritage will be better interpreted and explained

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

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

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

Heritage will be better identified / recorded

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

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

10 Project People Outcomes: Developing Skills; Learning about the Heritage; Changing Attitudes and Behaviour; Enjoyment; Volunteering.

The Project will offer opportunities to involve the local community, volunteers and young people in the WHS and Tavistock's local heritage. It will allow for, and encourage, multi-vocal interpretation in which different voices and views, from the past and the present, may be heard. The development, implementation and ongoing delivery mechanisms will: promote the development of a range of skills in heritage, exhibition planning and presentation; learning about the WHS, and Tavistock and the Tamar Valley (in particular); change attitudes and behaviour through the understanding and valuing of heritage attributes and their meaning, leading to greater care; and enhancing enjoyment through meaningful activities with others, including the goal of building a sustainable volunteering programme.

More specifically:

People will have developed skills

The development of the Gateway Centre will offer an opportunity for people to develop skills through volunteering, employment and visiting. A historic buildings conservation contractor, once instructed to complete the works, will be able to employ a new apprentice. The renovation works will also provide further opportunity for workshops / talks explaining best conservation practice and the process of renovation of historic buildings supporting the proposed THI scheme complementary measures. This allows for a number of local people with an interest in history to be trained to impart that enthusiasm and knowledge as walking guides and volunteers, acting as heritage ambassadors for the town.

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

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

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

People will have learnt about heritage

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

At the development stage a programme of events will be devised to engage people in heritage such as theatre productions, 'ghost' tours to the cells and learning workshops. These experiential ways of learning will be attractive to younger people and schools, telling the story behind the heritage in line with the recommendations of the Learning Strategy. The Courtroom will be available for community events allowing a programme of inspiring lectures to be implemented by local heritage groups to widen people's knowledge of their heritage, set within the context of the region. The Magistrates Retiring Room further serves as a dedicated Heritage Learning Space, particularly for schools.

It should also be emphasised that simply using and exploring the building as part of the public services 'One Stop Shop' will allow local people to directly experience, appreciate and learn about their heritage. Buildings 'plaques' revealing illustrations, architecture and historic function will be dispersed through this part of the complex.

People will have changed their attitudes and / or behaviours

The implementation of the 'One Stop Shop' in the town centre will lead to people considering the Guildhall to be at the centre of the community. On realisation of what is on offer, people will need, and choose, to visit and engage with the building on a regular basis as part of essential community services. Tavistock has a population of 11,000 and as a result of this project the building complex will be active and occupied seven days a week. The renovation and resultant improved appearance of the Guildhall in combination with its varied active uses, including the new heritage facilities

that celebrate WHS status, will allow local people to once again feel a sense of civic pride in the Guildhall and to make it a regular feature in their lives. Combined with the THI scheme, visitors to Tavistock will also notice great improvements and encourage their friends and colleagues to make the journey. The range of activities and interpretation will attract a wider range of people to engage with Guildhall, to understand, to value, and to care for their heritage, ultimately keeping, indeed enhancing, the local historic environment for future generations.

'Tavistock Heritage' will build on, and provide new opportunities for, collaborative and partnership working between members of community groups and members and staff in local authorities. The development of the business ambassador scheme will lead to greater awareness of WHS values, and economic opportunities, among businesses in the town resulting in a greater willingness and ability to promote Tavistock's heritage.

People will have had an enjoyable experience

The Gateway project will provide a community and visitor facility, which is welcoming and allows the Town Council to provide excellent customer service and present a friendly face to the town.

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

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

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

People will have volunteered time

During the development stage, TTC, WDBC and the Tavistock Key Centre Steering Group representatives are volunteering their time and expertise to help realise this project. This core group represent their organisations and the wider needs of the Tavistock community. They bring a wealth of experience to the

project from planning, business and community perspectives. The group feels strongly that this project meets the needs of local people and feel passionately that this is the most appropriate reuse of the building – the optimum viable use.

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

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

Project Community Outcomes: Reducing Negative Environmental Impacts; More and Wider Engagement with Heritage; A Better Place to Visit; Boosting the Local Economy; Resilience.

The wider public service element of the gateway centre - Tavistock Town Council's 'one stop shop' - will provide easy and friendly access to Town Council and partner services including information, health, social services and housing in a central location. Additional space will be provided for Town Council Offices, peripatetic working areas and meeting spaces. The Courtroom and Magistrates' Retiring Room would also see use on occasion as the Council Chamber and Mayoral Parlour respectively. The siting of this range of services within the Guildhall will result in the local community engaging with their heritage on a day-to-day basis. It will also ensure that a building designed and built to provide services to the public and community continues to do so.

Concerning the WHS Gateway Centre and the Police & Magistrates' Museum, and the complementary activity associated with them, members of the community, including volunteers, will become more involved in their heritage and learn more about Tavistock's role in the cultural landscape of the WHS through: the approach of community engagement taken by "Tavistock Heritage"; the project development phase of the Guildhall project; the implementation of physical heritage interpretation in the building, and its ongoing dynamic delivery including learning programmes both on and off site.

Environmental impacts reduced

Capital works will include the insulation of roof spaces and refurbishment of the windows and doors to reduce draughts. In combination with a new efficient boiler and other services this will greatly reduce the environmental impact of operating the building. Further enhancements to the fabric performance will be sought where appropriate, however these will need careful consideration with regard to the historic fabric and will require Conservation Officer approval. The specification of the project will be developed to include low energy lighting (including in display areas), low water use fittings, natural and local materials and finishes from sustainable sources where they are fit for purpose. A site waste management plan will be instigated during construction and an ecological impact assessment has already been undertaken.

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

More people / greater diversity of people

The creation of a Tavistock Town Council managed 'One Stop Shop' for public services will ensure a wide range of people visit the complex. It is likely that they will come to make a simple Town Council or public service enquiry and then take the opportunity to explore the WHS interpretation centre, cells and courtroom, noting a dynamic programme of forthcoming events.

Audience development work including extensive consultation will be undertaken in the development phase, and it is anticipated that younger audiences will be catered for in experiential learning, theatre and music productions and the opportunity to visit the cells and Courtroom. The Learning Strategy reported that there is a great opportunity to expand beyond the older generations and transfer this pride and interest in Tavistock's history to a wider audience. The Gateway Centre will also be instrumental in attracting a new audience, which previously would have continued past Tavistock to Cornwall to visit the Cornish WHS 'mining' landscape.

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

Easier physical access will be incorporated into the proposal with lift access to the first floor, level thresholds where allowable, and an accessible area in the Courtroom itself. The interpretation material will be available in large text, braille and audio formats. The content will be presented with layers of increasing depth to allow both casual and informed visitors to engage. An innovative element of the Project's Outline Activity Plan is working with disabled people to develop accessible guided tours.

Better place to live, work, visit

The Gateway Project in combination with the Townscape Heritage Initiative will greatly improve the appearance of Guildhall Square by improving the public realm and the facades of the building. The empty Guildhall is very disappointing for Tavistock residents who feel it symbolises the health of their town. The occupation of the Guildhall and its vibrant cultural activity will bring vitality back to the Square and will allow local people to once again feel civic pride in this most special and characterful building.

The friendly and informal 'One Stop Shop' for services and advice in the centre of town will establish the building at the heart of the community, encouraging a sense of community and belonging. It will also give local people the opportunity to meet and engender an improved sense of community. It will further enable other public sector, not for profit and voluntary organisations to deliver services in a coordinated way from an accessible and central location, combining functional utility with architectural value.

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

Economy

The Gateway Centre project will engage with and support local businesses in a number of ways: it will attract new people to the town centre who will be directed to and make use of local shops, cafes and facilities; the provision of a centre that connects and encourages people to visit a network of attractions will mean that people will plan more, stay longer, come back often and contribute greater spend in the local economy; surrounding attractions will also benefit from the increased exposure and support that the Gateway Centre will offer.

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

The final development of the scheme will be guided by conservation management principles. However, measures will be taken to ensure its financial sustainability. Conversion work will be modest and appropriate. Visitors will enter and exit the building via a reception point staffed by Tavistock Town Council, thus ensuring that the practical requirements of visitor flow management, health and safety, disabled access and security control, are met. This enables the interpretive displays to be open to the public without additional attendant cover, though volunteers will steward the courtroom. The design brief for the displays will also include a requirement that they are robust, suitable to the specific environment and conditions, are easy to maintain and do not include elements vulnerable to damage or of high intrinsic value requiring additional security measures. The higher profile being given to WHS status will also promote new economic opportunities for products and services by existing, and new, providers.

Your organisation will be more resilient

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

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

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

Bringing an internationally significant but currently redundant building into public use, the development of the Guildhall as a WHS interpretation facility would greatly enhance the whole of Bedford Square and add 'critical mass' to the existing public facilities. The new facility will be complementary rather than duplication or competition with the adjacent Museum, which concentrates on collections in galleries rather than interpretation and learning spaces. The orientation function of the WHS Key Centre will include raising awareness of and encouraging visits to see the collections of material culture relating to both mining heritage and other aspects of the town's history and development.

People

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

Tavistock residents gain better, easier and more welcoming access to services;

Small businesses benefit from newly available affordable start-up office space;

Arts and music groups gain a fantastic space to practice, perform and display;

Local heritage and other groups gain space to meet, debate and learn;

Local couples gain a reasonably priced but spectacular wedding venue;

Tourists and locals will gain a WHS interpretation centre giving clear access to information regarding the World Heritage Site and local heritage attractions;

Tavistock will gain a nationally significant museum facility in the Police Station-Courtroom complex; Local businesses benefit from better trade due to increased visitor numbers;

Local tourist attractions benefit from better 'signposting' and promotion by local residents leading to increased visitor numbers;

School children and teachers benefit from a new heritage learning space together with resources directly relevant to their local area. Coat and bag storage will be provided so that the Gateway Centre can be used as a base for exploration;

Charities, not for profit organisations and other public sector service providers through the availability of both space and collaboration opportunities to deliver more coordinated and cost effective services.

Anticipated visitor numbers to the Gateway Centre: 45,000

Anticipated people trained: 15 People

Anticipated volunteers: 3 in development stage / 20 during operation

Anticipated jobs created: 2 jobs

12 (Tentative) Tavistock Tourist Information Centre (TIC) & Dartmoor National Park Visitor Information Point

“Ownership and management interest partnership activity to achieve an integrated service delivery” “The integration of the TIC should be considered as mutually beneficial.” (Tavistock WHS Key Centre assessment, 2012).

The proposal includes the facility for the Town Council to provide the opportunity for a Tourist Information Centre which, together with the other resources proposed, could enable the building to continue to serve its original purpose as a central location for community use and access to services.

The TIC will be located in the former police station 1970s retro reception area, presently earmarked “Office” in the previous HLF bid (page 26/66)

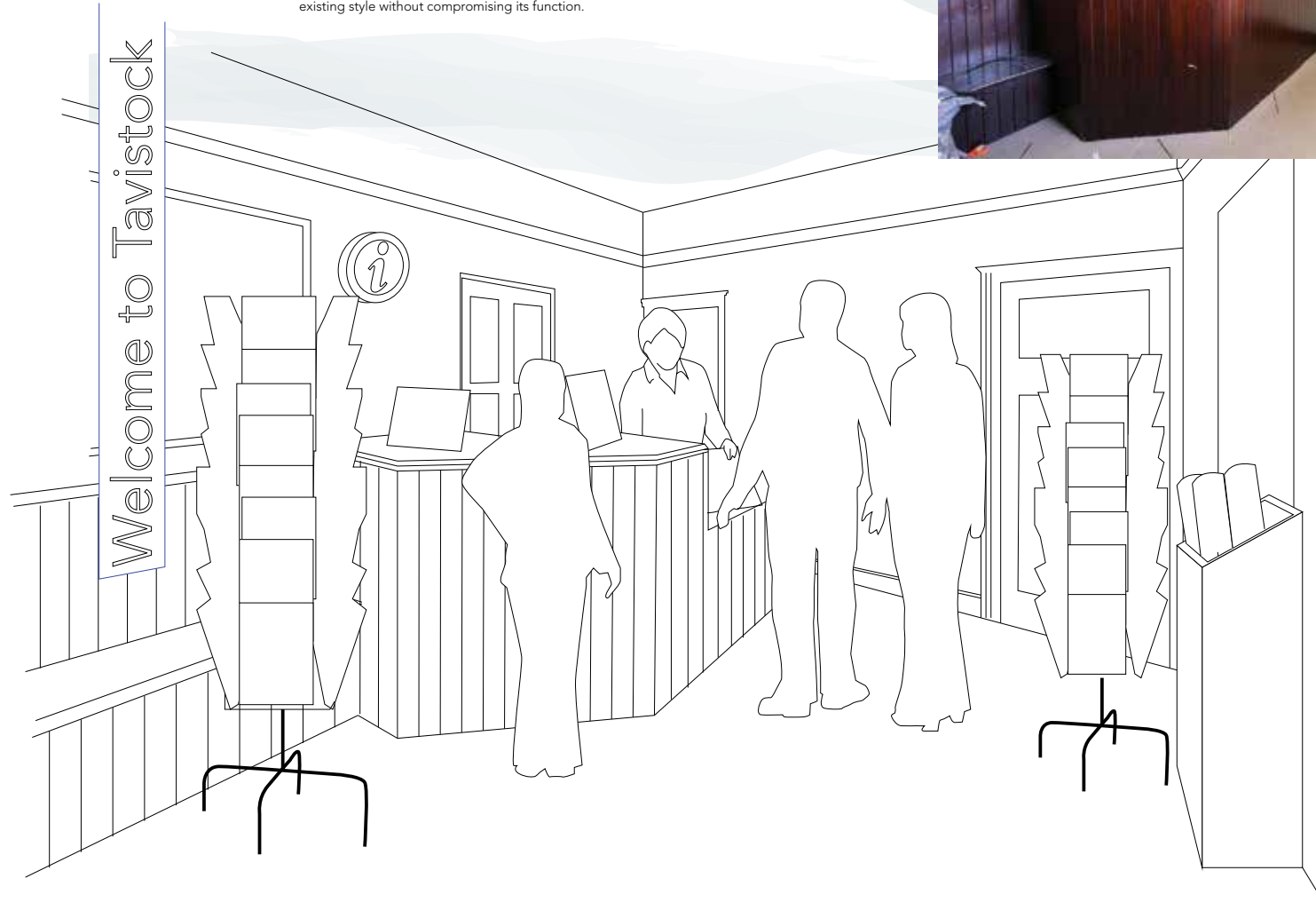


Tourist Information Centre (tentative)

Present police station reception



Existing fittings and furniture in the police reception area to be retained as much as possible. Any new fittings are to reflect the existing style without compromising its function.



12 Outline Budget

Budget Area	Item	Cost
WHS Gateway Centre		
Exhibition media production	panels, graphics, banners, 3-D lettering	£11,000
	audio sound stores, listening posts etc	£3,000
	Children's interactives (simple and robust)	£6,000
Lighting	Exhibition lighting	£8,000
Wayfinding	Directional and other non-interpretive sign	£2,000
<i>(Sub-total WHS Gateway Museum)</i>		£30,000 (approx. 1/3 total)
Police and Magistrates Museum		
1840s cells	Finishing and subtle interpretation	£2,000
1890s cells	Finishing and subtle interpretation	£2,000
<i>(Sub-total "Police and Magistrates")</i>		£4,000
Fit-out	Construction and assembly	£5,000
<i>General</i>		
	Scripting, editing, proofing	£2,500
	Foreign languages	£2,500
	Large Print and Braille	£500
Design		£7,500
Project Management		£7,500
<i>(Sub-total general)</i>		£20,500

13 Outline Budget continued

Budget Area	Item	Cost
Activity		
	Project coordinator/officer	£9,000
	Training for teachers and schools	£3,000
	Familiarisation programme tourism/business	£1,500
	Audience development	£2,000
	Marketing plan and year 1 implementation	£7,000
Web		£8,000
<i>(Sub-total Activity)</i>		£30,000 (approx. 1/3 total)
Total		£90,000
Contingency at 10%		£9,000
Grand total		£99,000 + VAT

Appendices

The following documents will be appended in the final submission.

I Tavistock Key Centre Interpretation Strategy

II Tavistock World Heritage Site Key Centre Learning Strategy

III Tavistock: A Brief Assessment of its Potential Key Centre for the World Heritage Site, 2012

IV World Heritage Site Interpretation Strategy