

The re-use will:

- **The heritage-led regeneration and learning activities** will enable public access to the Magistrates Courts including the original 'bridewell' of six cells which have never been accessible to the public before, and an exhibition explaining for the first time the time line between the dissolution of the Abbey until the early 20th century.
- **Enable a range of complementary community uses** including local theatre performances, concerts, meetings and workshops to utilise the spaces.
- **The creation of the World Heritage Site (WHS) Gateway Centre** as part of the Cornwall and West Devon Mining Landscape World Heritage Site. The Gateway Centre will act as an informal information hub for the community and a volunteer run Visitor Information Centre supporting local commerce and businesses associated with heritage in the area.
- **A range of educational and visitor activities** will enable, for the first time, a range of learning activities based on the heritage of a unique mining town and its long history associated with important events in the country's history and the development of our landscape impacted on by the Industrial Revolution.

1.2 Fundraising history of Tavistock Heritage Trust

Core/revenue funders with amounts of money raised categorised by type of funder:

Type of funder [give named funders]	Amount raised	When [date funds raised]
Sponsorship: Lions	£500.00	September 2017
Trusts & Foundations	£841.00	Apr 2017
Other grant giving – TTC	£1500.00	September 2017
WHS	£1800.00	September 2017
Private donations + events: Lecture series	£800.00	Oct-Nov 2107
Auction night	£870.00	Nov 2017
Dickensian Evening	£126.59	Dec 2017
Talks	£90.00	Sept-Nov 2017
Misc	£79.00	Sept- Nov 2017
Other individual giving: 41 Club	£50.00	Oct 2017
Direct to bank	£10.00	Oct – Dec 2017

Initial funding to set up the Trust came from the Tavistock Town Council and the World Heritage Site; both of which are one-off grants. Subsequent to this the Trust has begun a concentrated fund raising strategy from a series of events and from national fund raising methods including

recycling and Give as You Live. The latter are now beginning to produce income which will supplement the fund raising events.

All events to-date have proved to provide a good income.

1.3 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ High quality resources ➤ Network of sites in the WHS, stretching beyond Tavistock ➤ Willingness to work in partnership ➤ Enthusiastic local schools and other partner organisations ➤ Internationally important heritage ➤ Size and nature of local market for heritage activity, in particular number of tourist visitors ➤ Robust governance as registered charitable business limited by guarantee ➤ Good range of experience and professional skill recruited within Trustee body ➤ Existence of Trust requested by Heritage Lottery Fund ➤ Tavistock based and run by local people for the benefit of people in Tavistock, visitors and the WHS 	<ul style="list-style-type: none"> ➤ Poor communications and marketing ➤ Current activities lack coordination and audience focus ➤ Lack of local buy-in ➤ Limited appeal to children, young people and non-traditional audiences ➤ Learning considered as an after thought ➤ THT is a new Trust without proven reputation ➤ Some gaps in experience, knowledge expected to be filled by new Trustees being recruited ➤ Financial stability not yet confirmed ➤ Currently reliant on the drive and capacity of a very few people
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Better coordination between the delivery organisations ➤ Improved marketing and promotion ➤ Evaluation of events/activities and learning ➤ Experimental learning to suit all age groups ➤ 'packaged' experiences ➤ Holistic approach to activities/events in the town/area ➤ Investment in 'sense of place' ➤ Training for volunteers and professionals ➤ National Curriculum Review ➤ New interpretation and development of new/wider national/internal audiences ➤ Strong Strategic alliances and partnerships could be forged for the benefit of everyone in Tavistock and surrounding area. ➤ The Guildhall complex could become a major tourist attraction, research establishment and education centre ➤ A nationally important, 'at risk' scheduled building could be saved ➤ An opportunity to bring together all the heritage based groups in the area to work together for common benefit 	<ul style="list-style-type: none"> ➤ Heritage Lottery Fund does not fund the Stage 2 application for the Guildhall complex ➤ Partnerships with Tavistock Town Council and other groups do not come to fruition ➤ Sufficient funding is not found ➤ Key people leave the project ➤ Lack of resources ➤ Lack of local ownership/ advocates ➤ Lack of relevance to the town/area ➤ Too narrow focus limiting type of audience ➤ Lack of shared skills and knowledge ➤ Ageing enthusiasts ➤ National Curriculum Review

1.4 Implications

In our SWOT, we identified threats and weaknesses which we put into our risk register (see 1.5 below), along with mitigating actions to minimise the ongoing risk. We also identified Strengths and Opportunities, which we are seeking to exploit by building into our fundraising strategy.

1.5 Risk Register

Reviewed regularly – last review November 2017. N.B. the risk factor has been left unchanged and are as the original register.

Tavistock Heritage Trust Business Plan Appendix C2 - Risk Assessment										
No	Area of work	Area of Risk	Effect	Probability (1= not at all likely, 5= very likely)	Impact (1= very little effect, 5= major impact)	Risk factor (Probability x Impact)	Mitigating Action	Progress	Lead person	Evaluation
A1	Establishing Tavistock Heritage Trust with a full Board, and securing charitable status and financial viability	A new Trust without proven reputation	Lack of trust from potential funders, partners etc.	2	3	6	Creation of a strong business plan; ensuring good governance; build reputation.	Appointed trustees with diverse skills and knowledge.		
A2		Some gaps in experience, knowledge expected to be filled by new Trustees being recruited	If suitable Trustees not found then some gaps in knowledge may have to be sought elsewhere	2	2	4	Robust Trustee Recruitment process; use contacts to fill any remaining skill gaps	Robust process used to recruit new trustees.		

A3i		Financial stability not yet confirmed	If sufficient funding is not found, Trust could fail to achieve its objectives	3	3	9	Understanding of financial demands via Financial plan in Business plan. Creation of a fundraising group from within the Trustees	Trustee with funding skills appointed to look at funding	AB/IW	
A3ii			If funding need projections are not accurate then shortfalls could occur.	2	5	10	Regular review of funding needed	Business plan to be reviewed quarterly	Trustees	
A4		Currently reliant on the drive and capacity of a very few people/ Ageing enthusiasts	Key people leave the project, taking knowledge, history and skills	2	2	4	Recruitment of committed Trustees and volunteers	Recruitment of committed Trustees achieved with diverse age range. Volunteers package being put together		
A5		Lack of local ownership/ advocates	If key people militate against the Trust, progress could be hampered	2	3	6	Recruitment of committed Trustees and volunteers	Committed trustees recruited with strong interest in the local community		
A6		Charitable status not achieved		1	4	4	Meet Charity Commission requirements.	Charitable status achieved		
A7		Personality issues		4	2	8	Set out in Trustee pack expectations regarding			

B1	Utilising the Guildhall until refurbishment starts	Health and Safety issues re using Guildhall	Events not possible or profitable	Injuries to someone or Guildhall not available as a venue	Tavistock Heritage Trust profile not raised as planned/ planned funding stream for Tavistock Heritage Trust not realised	3	2	3	9	Close liaison with Tavistock Town Council	Using TTC guidelines for the use of the Guildhall		
C1	Work to manage the transformed Guildhall complex as a Gateway Centre for the World Heritage Status Mining Area.	Partnerships with Tavistock Town Council and other groups do not come to fruition	Partnerships with Tavistock Town Council and other groups do not come to fruition	Progress could be halted without partnership agreement with TTC.	Progress could be halted without partnership agreement with TTC.	3	5	15	Ensure good communications; robust governance etc.	Ongoing with TTC, WHS, Tavistock Museum - fruitful response from the SW Police Heritage Trust to work with the THT on the Guildhall displays and educational activities		SS/AndM /IP	

				3	5	15				Currently awaiting bid outcome		
			Heritage Lottery Fund does not fund the Stage 2 application for the Guildhall complex	Guildhall Gateway centre cannot proceed without HLF funding								
			National Curriculum review		1	2	2			Monitor and adapt if necessary		
D1	Pursuing the wider aims of Tavistock Heritage Trust	Lack of relevance to the town/area		2	2	4				Constantly be vigilant to ensure this doesn't happen	Initial programme of events and activities linked to the town and its history.	AndM/A M/GP
D2		Too narrow focus limiting type of audience		3	4	12				Constantly be vigilant to ensure this doesn't happen	New trustees have brought a wider view of heritage which is being reviewed.	
E1	Other risks	Too much work to do by too few people		4	4	16				Ensure enough volunteers are recruited of the right calibre.	Number required been assessed and Volunteer Role description is specific in its requirements.	

2. Tavistock Heritage Trust's fundraising strategy

2.1 Where we're heading – our longer term aims defining the future of the organisation

- Ensuring the robustness of Tavistock Heritage Trust with a full and effective Board, robust procedures, financial viability, effective marketing and minimised/ well managed risk
- Utilising the Guildhall until refurbishment starts
- Work to manage the transformed Guildhall complex as a Gateway Centre for the World Heritage Status Mining Area.
- Pursuing the wider aims of Tavistock Heritage Trust

2.2 Objectives

In accordance with the business plan prepared as part of the HLF stage 2 bid the following are the aims with regard funding are to raise for the year 2018 until the closure of the Guildhall.

To raise funds from grants from Tavistock Town Council, World Heritage Site and Heritage Lottery Fund to contribute to costs associated with creating a Gateway Centre in the Guildhall in accordance with the HLF Business Plan £33100

To raise funds from donations/Give as You Live/recycling/Gift Aid to contribute to costs associated with achieving the aims of Tavistock Heritage Trust £3000

To raise funds from legacies to be used for the development of heritage education £1000

To raise funds from Sponsors for events and other heritage activities £500

To raise funds from Income from events/sales to be used for supporting the aims of the Trust £5000

To raise funds and profile by Community activities to be used for heritage activities £500

To raise funds by holding Guided Walks to be used for supporting the aims of the Trust £800

2.3 How Tavistock Heritage Trust will get there

(Describe the process by which you will raise funds in broad brush terms. This will include areas of product development if your organisation has income generation as an objective.)

Tavistock Heritage Trust is keen to be financially robust, and to achieve its aims without a long-term over-dependence on grant funding. It is recognised that in the early days of the creation of the Gateway Centre, that the planned financial support of Tavistock Town Council, the World Heritage Site and Heritage Lottery Fund in particular will be essential to the project's successful launch and establishment. However, the Trust has been very actively pursuing ways of generating income independently, and this will continue onto the future. The proposed changes to the project allow for retail space inside the Gateway Centre which is seen as a very positive

move and a good base for income generation. This, combined with other fundraising schemes such as national fund raising routes, special one-off fund raising events – see Appendix A; community based activity and volunteering; sponsorship and corporate/ partnership activity; and donation of skilled services we believe will provide a spread of income generation that will provide the robustness we are seeking to ensure long term financial viability.

3. Tavistock Heritage Trust's resources

3.1 Budget

(What is the fundraising budget? Include everything that might be related to a fundraising campaign including the cost of events and information literature. These are broad-brush figures at the moment, the detailed fleshed out in section 7.)

Total costs below include the cost of insurances, room hire, leaflets, website, volunteer expenses, entertainment/drinks licences, advertising, photocopying.

2018: £5000

2019: £6000

3.2 Staff (Freelance consultants currently employed by the Trust)

(All staff must be aware of the fundraising activity. In this space you identify which staff will have particularly responsibility for nurturing relationships, completing application forms and research for which kinds of funder. Identify how much staff time is available for this work and if additional support is required.)

The Trust employs a consultant Jo Butler Consulting (Appendix B for her resumé) to work with the Trust to raise its profile in the local community, to assist with sponsorship, wider fund raising events and specific events run by the Trust to raise funds. Her brief is to:

- Write an online marketing and communication strategy to include overseeing the build of the new website, a content schedule and product development plan which includes itineraries for groups, tours and educational groups.
- Set up a social media/digital plan and manage the social media accounts according to the plan and content schedule.
- Assist with the 5 year business plan and help develop new income streams from fundraising and sponsorship from the private sector. Build new links with local corporates and key stakeholders in the area.
- Help to establish the new visitor centre and planning – by building new customers service programmes and commercial plans including ticketing, retail and guided walks. Recruit and manage volunteers to help achieve this.
- Develop new income streams for the Guildhall as an event space to be used pre build. Potential to host markets inside and outside.