



Progress Report

Project Details

Organisation Tavistock Town Council

Project Title Tavistock Guildhall Gateway Centre

Project reference number HG-14-09582

Progress report number
6

Grant Expiry Date:
30/06/2021

Date submitted
30/01/2020

Please read the Receiving a Grant guidance before you fill in this form.

This form is to tell us how your project is progressing and must be received by us before a payment will be authorised.

Please fill in all sections of the form.

In this form we ask you to send copies of documents. There is a facility to attach files (of up to 20MB in total) at the end of the form.

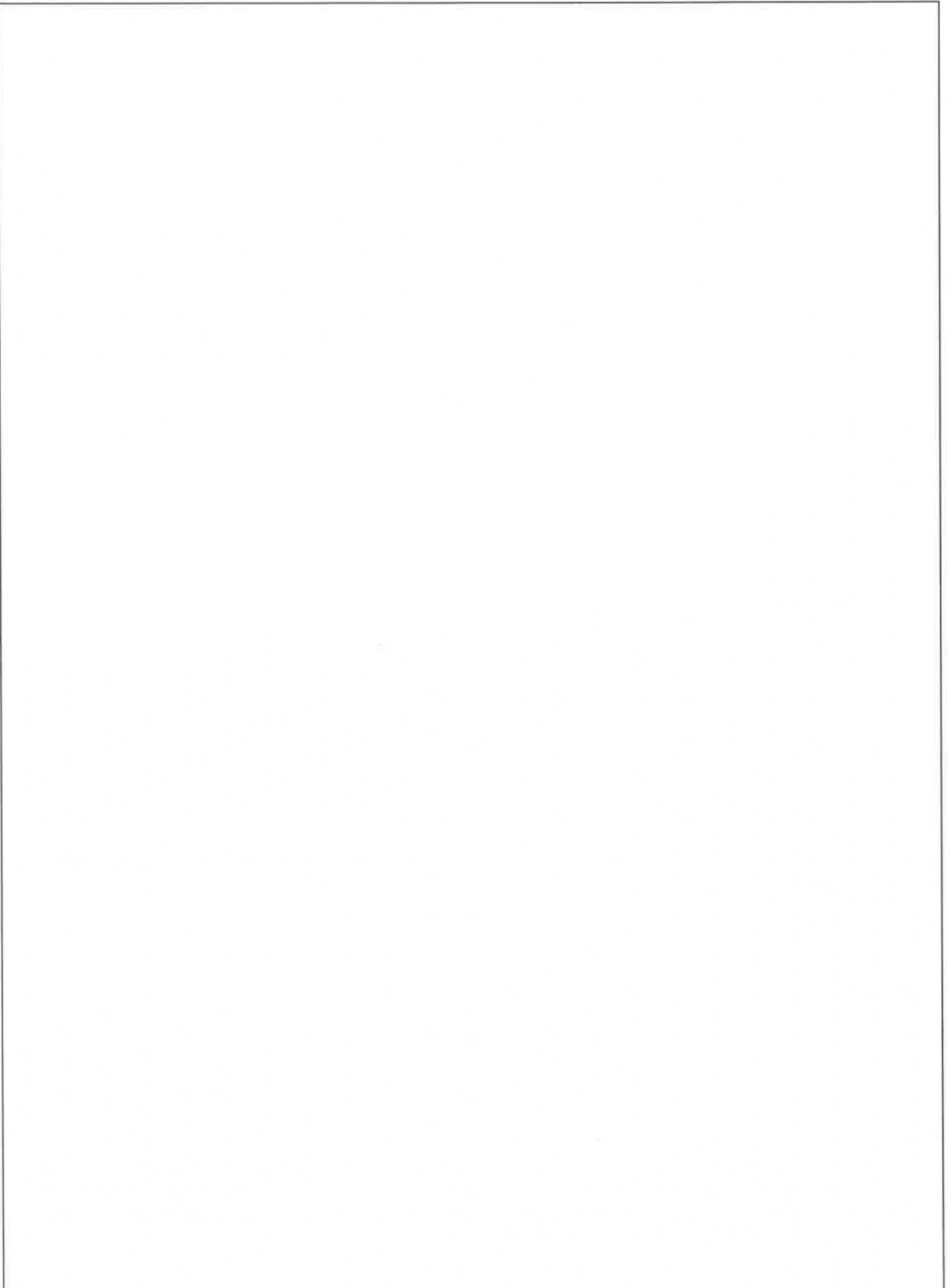
Period covered

From
01/10/2019

To
30/01/2020

Section one: Approved purposes

Listed below are your approved purposes as defined in your Grant Notification Letter. Please provide a summary of your project's progress towards achieving them. You should identify any problems or issues we need to know about which may prevent the achievement of the approved purposes. List any actions you plan to take in response to problems.



Approved Purposes	Summary of Progress
<p>Renovation works: Repairs to chimneys, parapets and gutters, replace roofing slates coverings on Police Station, repair Court Room slate roof coverings, flat roof works on existing extensions, masonry repairs, window repairs</p>	<p>The main build contract is progressing well and overall remains on budget (assuming use of the working contingency) and on programme to complete at the end of May.</p> <p>The recent discovery of a medieval fireplace in the Robing Room will necessitate some minor adjustments to the scheme. The new opening through the wall will now need to be formed through an existing doorway, resulting in the relocation of the disabled WC and welfare facilities on the 2nd floor. Exact costs will be confirmed once the adjustments are agreed with the Conservation Officer, but it has fully expected that these will be met from within the agreed working contingency.</p> <p>The contractor will be formally notifying a delay in respect of completion of the external works, which are 21 days behind due to adverse weather. As the contractor is reporting that the programme overall is on target, and as the contractor has also been appointed to undertake the public realm works, the Steering Group has agreed that this is not a critical issue and that penalties are not appropriate.</p> <p>The £18k grant application to Pennon for the Courtroom lift has been deemed to be ineligible as the build contractor for the project has already been appointed. The Viridor Credits Grants Officer (which administers the Pennon fund) has instead suggested applying for the VIC/shop fit-out and/or AV works, as both are separate from the main build works. Unfortunately there was insufficient time to obtain three quotes for the AV works before the January deadline, therefore it has been agreed by the Steering Group that an application will instead be made by the Council for the VIC/shop fit-out. The deadline is 30 April, with a decision due on 3 June.</p> <p>The failure of the Pennon application has resulted in a £18k additional pressure on the project's costs (assuming the full amount of working contingency is spent). As reported earlier, the discovery of the medieval fireplace will also have a cost impact. There are also numerous other small changes to the capital scheme costs, the current net effect of which will be clearer once the QS has issued his next financial statement - the remaining amount of working contingency is believed to be currently in the order of £42k.</p> <p>THT is continuing to seek additional funding, including for the AV equipment in the Courtroom, which will be essential for THT to be able to run income-generating activities.</p> <p>The contract for the public realm works in Guildhall Square has been awarded to RMB Builders, which is helping coordination between the two schemes. There may also be some cost savings resulting from duplication in services specified for the Guildhall and public realm works. The contractor and QS are reviewing and will</p>

Approved Purposes	Summary of Progress
	<p>confirm in due course.</p> <p>With the project now reaching peak cashflow, we will be moving to monthly NLHF drawdowns until the capital works are paid for.</p>
<p>Refurbishment work: conversion of Police Station internally for public welcome area and THT volunteer space, works to Court Room for combined use as heritage interpretation, learning space and council chambers, works to lower ground cells for interpretation and displays</p>	<p>As above.</p>
<p>New construction work: extension at rear for provision of disabled access lift and toilet facilities to Court Room</p> <p>Recruit post of Tavistock Heritage Development Officer to manage the delivery of the Guildhall Gateway Project Activity Plan, with support from a Learning and Participation consultant</p>	<p>The rear extension is no longer part of the capital works due to VE and is being replaced with a new internal lift.</p> <p>Completed.</p> <p>As previously reported, the Development Officer left at the end of November and THT has been working on proposals for a revised replacement role. The business case for a full-time Centre Manager to replace the part-time Development Officer was considered and approved by Tavistock Town Council on 14 January. The proposals and a draft JD have been sent to Paul, Laura & Tom for NLHF approval.</p>
<p>Provide interpretative themes including:</p> <ol style="list-style-type: none"> 1) Gateway to the WHS and Dartmoor mining landscape 2) Development of Tavistock - architecture and buildings 3) Policing and justice - personal stories and daily lives of the police and prisoners 	<p>The detailed design, layout and text for Sections 1 and 2 (WHS and Tavistock) are nearly complete. Final text editing will follow shortly.</p> <p>Following discussion with Laura, THT has been commissioned to undertake paid research to source the additional storylines and provide the text for the revised Police and Justice section. Paul has approved the use of £2k of the £5k interpretation contingency for this, together with a £1.2k uplift in Gamble Fearon's fee for their additional work on this section. We are awaiting final approval from NLHF before POs can be issued.</p> <p>THT has sent the outline Police and Justice section text to Gamble Fearon for working up on to the panels. The interpretation workstream group is meeting on 4 February to review Gamble Fearon's final proposals for the Police and Justice section.</p> <p>Andy Cairns has been commissioned to design and produce the art installation in the Guildhall reception. This is being funded through the THI rather than Guildhall Project budget.</p>

Approved Purposes	Summary of Progress
<p>Opportunities for formal and informal learning including; volunteering opportunities; skills development; a visitor information service; guided tours; a training programme for staff and volunteers; an art competition; family activity days; talks and lectures; an oral history project; work experience opportunities; apprenticeships and digital, written, auditory; person-to-person and participatory interpretation</p>	<p>The focus in recent months has been on finalising the Oral History project, delivery of the In-Depth project with Mary Tavy and Brentor Primary School, development of the Town Tours project with Tavistock College and training THT's Learning & Participation volunteers to deliver the ongoing activity programme. Outline plans for the three remaining family days will be considered at the next Activity Meeting in February and will start to be worked up in detail once the new Centre Manager is in post.</p> <p>Wayne is planning to arrange two "skill-sharing" visits for local contractors in March/April. RMB Builders are facilitating some apprenticeship opportunities through their contract (e.g. marketing).</p>
<p>Preservation of the courtroom in its original condition including an area designated as a Police and Magistrates' museum with displays and interpretation</p>	<p>As above.</p>
<p>Creation of a new 'one-stop-shop' for Council services, based within the Guildhall and managed by Tavistock Town Council</p>	<p>Discussions are continuing with West Devon Borough Council, although as previously reported the "One Stop Shop" might no longer be delivered from within the premises. The changes to the second floor as a result of value engineering and the discovery of the medieval fireplace will impact on options for that space.</p>

If your project is in the delivery phase, please tell us how your project is achieving the outcomes that you selected in your application form and how you are measuring this.
 As per previous report.

Section two: Additional grant conditions

Only complete this section where specific conditions have been included in your grant notification letter, otherwise go to the next section.

Additional Grant Conditions	Summary of Progress

Section three: Identifying, charting and managing risk

For projects who have received a grant over £250,000 the risks that you identified in the Managing your project section of your application form will be displayed. Please tick the relevant box if the risk has now been resolved / completed.

You can also identify any difficulties you are experiencing and how you intend to overcome them by selecting the add item option and inputting the required information.

If table is empty it can be populated by selecting add item, you should provide information on any risks you anticipate you may experience over the duration of your project.

Risk management					
Risk	Likelihood	Impact	Mitigation (actions you will take)	Who will lead this	Tick if now resolved/completed
Failure to secure appropriate and sufficient project delivery capacity	Medium	Medium	Appropriately qualified/experienced consultant team procured through competitive tendering and early recruitment.	Project Leader, supported by Project Delivery Coordinator (PDC)	×
Insufficient project management/coordination capacity to deliver project	Low	Medium	Capacity and scope of role increased for delivery phase	Project Leader	×
Changes in/loss of project team members during delivery	Low	Medium	Positive recruitment process, induction, support and management. Robust project management and governance.	Project Leader supported by PDC	
Inadequate project governance/unclear chains of command to enable key decisions to be made in a timely manner.	Low	Medium	Full governance and project delivery structure in place, including monthly Project Delivery Team meetings.	Project Leader, supported by PDC	×
Failure to secure full match funding to enable project to proceed.	Low	High	TTC agreement 25 July 2017 to commit TTC capital to R2 scheme. Funding to be sourced from Public Works Loan Board.	Project Leader	×
Uplift in delivery costs or in expected operational costs makes it prohibitively expensive for TTC to fund.	Medium	High	Robust QS cost planning. Contingency included across all budget headings. Robust project management. Robust partnership agreement with THT.	Project Leader	
Change in political/strategic direction of TTC results in change of organisational priorities	Low	Medium	Project is key objective in TTC's Strategic Plan 2017-2021. Members fully involved in scheme development. Approval given 25 July 2017 to submit R2 scheme following detailed review of costs/benefits to TTC. 20 Year contract to manage & maintain will protect HLF's investment.	Project Leader/TTC Member Representative	×
Works tenders come in over PTEs. Unexpected/unfunded cost pressures.	Medium	Medium	Robust QS cost planning. Contingency included across all headings.	PDC/Deputy Project Leader/Contract Administrators/QS	
Slippage	Medium	Medium	Sufficient time given to pre-construction phase to design/manage out issues before works start on site. Review programme regularly at contract meetings. Be cautious about publicly announcing expected project timescales/completion too early	Project Delivery Team	

Risk	Likelihood	Impact	Mitigation (actions you will take)	Who will lead this	Tick if now resolved/completed
Failure to comply with/discharge statutory consent conditions satisfactorily.	Low	High	Early submission of consent applications to allow sufficient time to manage discharge of conditions. Close ongoing liaison with consent authorities.	Design team lead	
H&S Issues, including presence of hazardous materials	Low	High	Appoint CDM advisor. Site investigations to be carried out and enabling works to be considered if contaminants found. Demolition survey at start of works.	Deputy Project Leader/Contract Administrator	
Lack of public interest in delivery phase activities	Low	Medium	Robust and thoroughly-researched activity plan programme, based on extensive consultation. Letters of support from proposed delivery partners evidences commitment. Early recruitment of delivery volunteers. Early rollout of THT website and social media channels. Effective and timely public communications.	THT Development Officer	
Bad weather resulting in programme overrun	Medium	Low	Include for temporary roof and sheeted scaffold on sensitive areas. Undertake works at appropriate times. Only uncover that which can be recovered quickly.	Contract Administrator	

Have there been any changes to the governance of your project or your organisation? This may include changes to key personnel.

Yes

Please describe these changes and any impacts on approved purposes:

Geri Parlbay has replaced Ian Penrose as THT Chair. No impact on Approved Purposes.

Section four: Project timetable

Likely overall completion date 30/06/2021

Grant expiry date 30/06/2021

If have selected that your project will complete after the grant expiry date stated above and you wish to request an extension please provide details of why the delay has occurred below.

You should contact us to discuss this further.

For projects who have received a grant over £250,000 the detailed timetable that you identified in the Managing your project section of your application form will be displayed. Please provide an update on the activities or milestones.

If you wish to propose any new project activities or milestone you can do so by selecting the add item option.

If the table is empty it can be populated by selecting add item, you should base the information on your most up to date project timetable.

Activity or milestone	Agreed completion date	Likely completion date	Comment on the reasons for any changes	Tick if completed
Appoint Project Delivery Coordinator & QS and confirm/mobilise Design Team		10/09/2018		×
Appoint Exhibition Design & Interpretation Consultant				×
Appoint THT Development Officer				×
Main Build Detailed Design				×
Appoint Learning & Participation Freelancer				×
Main Build Tender Information Production & Documents				×
Appoint Evaluation Consultant				×
Exhibition Design, Storyline, Text-Writing & Graphic Design				
Volunteer Recruitment & Training (Delivery Phase)				
Visitor Information Centre Opening				×
Family and other key audience activities and events				
Personal and skills development projects				
Main Build Tendering & Award				×
Schools' Programmes				
Research Projects				
Main Build Mobilisation & Site Prep				×
Asbestos Removal				×
Construction Works				
Volunteer Recruitment & Training (Operational Phase)				
THI Public Realm Works				
Exhibition Fit Out				
Commissioning				
Collections and trialling				
Opening of Guildhall				
Continuation of HLF-funded activities during operational phase				

Section five: Statutory permissions

Have you received any new permissions during the period covered by this report, or do you anticipate receiving any new permissions within the next reporting period?

No

Section six: Partnership funding update

Have you raised any partnership funding since the last report?

No

Use of Volunteers and non-cash contributions

Have you had volunteer involvement or secured non-cash contributions since the last report?

Yes

Please tell us about all volunteer labour to the project and any non-cash contributions.

Date	Description of task	Task category	Number of volunteers	Number of Days	Total value of contribution (£)
30/01/2020	Running the VIC. Note this is the total of all input from 1.10.19 - 30.1.20.	Skilled	32	8	38,400
30/01/2020	Other activity groups, e.g. research, oral history, learning. Note this is the total of all input from 1.10.19 - 30.1.20..	Skilled	15	5	11,250
30/01/2020	Courses and talks. Note this is the total of all input from 1.10.19 - 30.1.20.	Skilled	5	5	3,750
30/01/2020	Trustee's professional running of the Trust and its activities in relation to the Guildhall Project. Note this is the total of all input from 1.10.19 - 30.1.20.	Professional	8	8	22,400

Section seven: Consultants, contractors and suppliers

Have you purchased goods, work or services worth £10,000 or more in the period covered by this report or do you plan to buy such goods within the next reporting period?

No

Section eight: Recruitment of staff

Have you recruited in the period covered by this report or do you plan to recruit staff within the next reporting period?

No

Section nine: Changes to agreed costs

Are there any changes to the agreed costs?

Yes

Total VAT allocation

Total contingency allocation

£112,650

Cost Heading	Description	Agreed Costs (£)	Revised costs (£)	Agreed VAT (£)	Revised VAT (£)	Proposed Costs (£)	Proposed use of Contingency	Reason for Change
New staff costs	THT Devt Officer and Learning & Participation Freelancer	74,652	74,652			74,652		
Recruitment	Staff and volunteer advertising	1,000	1,000			1,000		
Repair and conservation work	External fabric £222,577; internal works £256,613	496,512	757,999			757,999	32,129	As per agreed contract sum with main build contractor of £725,870 +£32,129 of contingency.
Publicity and promotion	Marketing & website	7,250	7,250			7,250		
New building work	Lift extension £49,293	49,293	1			1		Lift extension works deleted as part of VE and new internal lift option.
Evaluation	Evaluation consultant	3,500	5,060			5,060	1,560	As previously reported.
Other capital work	External £44,765; services £323,620; prelims £100,000; access/protection £72,050	540,440	700,696			700,696	45,566	As per agreed contract sum with main build contractor of £670,696 +£30,000 of contingency+£15,566 further contingency to meet overall contract sum.
Training for volunteers	Volunteer & staff training	1,500	1,500			1,500		
Travel for staff	Outreach etc	1,000	1,000			1,000		
Contingency	Construction @9%, interpretation £5k, activity £5k	112,650	17,029			17,029		£77,695 transferred to the main build contract; £11,996 transferred to capital fees; £1,560 to evaluation. All NLHF approved. Awaiting approval of transfer of £3,200 to interpretation and £1,170 to Other Costs. Approval has been assumed in these figures. This leaves £17,029 unallocated.
Travel and expenses for volunteers	Outreach, name badges, refreshments etc	2,000	2,000			2,000		
Inflation	From 3Q 2017@5%	54,300	1			1		Included in agreed main build contract as above.
Other costs (capital)	n/a							
Volunteer time	THT volunteers	60,250	60,250			60,250		
Other costs (activity)	Interpretation fit out	39,325	41,325			41,325	2,000	For THT paid research on Police and Justice theme as per Section One. £2,000 transferred from contingency.
Other costs	Project Delivery Coordinator	40,000	41,170			41,170	1,170	For additional work in connection with the Pennon Fund application as per email 10.12.19.

Cost Heading	Description	Agreed Costs (£)	Revised costs (£)	Agreed VAT (£)	Revised VAT (£)	Proposed Costs (£)	Proposed use of Contingency	Reason for Change
Equipment and materials (activity)	Learning activity materials	10,700	10,700			10,700		
Professional fees relating to any of the above (capital)	Design team, QS, CDM, Heritage Recording, surveys, planning/building control	129,970	141,966			141,966	11,996	Architect revised LBC £4,452 + £4,750 uplift for revised lift design; QS extras & uplift for VE work/revised lift design £1,714 (net); shop design Dec 18 £1,080.
Professional fees relating to any of the above (activity)	Interpretation delivery consultant	20,665	21,865			21,865	1,200	For additional work on Police and Justice theme as per Section One. £1,200 transferred from contingency.
Total		1,645,007	1,885,464			1,885,464	95,621	

Remaining Contingency

£17,029

VAT excess/Savings**Section ten: Photographic records**

Please send us photographs recording the stages and events of the delivery of your project. In attaching any files or images you are agreeing that they are free of copyright constraints.

a) We have included photographs of the progress of our project

Yes

b) We have included a record of activities or events that we arranged

No

c) Material from our project is available on the internet

Yes

Website address

As previous.

Section eleven: Funding acknowledgement and public relations

Describe how you are acknowledging National Lottery players, including all marketing, press releases and other public relations activities. Please provide information, including location, about any National Lottery Heritage Fund branding or signage and tell us if this is temporary or permanent.

Acknowledgement of NLHF funding has been included in all media releases, on TTC/THT websites, on leaflets and other publications, in social media and e-newsletters. There is also a Heritage Fund sign displayed outside the Guildhall and an HLF plaque displayed in the VIC. We will order new materials in due course with the revised NLHF branding.

See also www.heritageintavistock.org/events for a list of current events.

For more information on funding acknowledgement please visit our website and search Acknowledgement Guidance

Submission

If there is any information you wish to share with us on the progress of your project that is not covered elsewhere in the Progress Report then please include this information below:

Please now attach the following supporting documents (if you have not already done so).

- Proof of any new necessary statutory permissions or licences (if applicable);
- Proof of any new partnership funding (if applicable);
- Photographs showing the progress of your project (mandatory);
- A record of activities or events that you have arranged (mandatory);
- Job descriptions, CVs and contracts of employment (if applicable).

Attached documents

Number	Name
1	Photos Progress Report 6.pdf

When you have completed the form click the submit button below. You can view what you have entered by clicking the Create PDF button.