



Notes on completion

Summary

Name of your organisation

Tavistock Town Council

Project title

In no more than 15 words, please choose a title which you think best describes your project. This will be seen externally, on our website and by our decision makers so please ensure that you choose a title that you are happy for a wide range of people to see.

Tavistock Guildhall Gateway Centre

Reference number

HG-14-09582

Project summary

In no more than 150 words, summarise your project. We will use this text to tell people about your project, including our decision takers.

The Gateway Centre project will restore an iconic, 'At Risk', Grade II* Guildhall in the centre of Tavistock, and ensure its viable long-term use.

A civic 'hub' integrates public and partner services, delivered through a 'one-stop-shop', with a range of complementary community uses and a World Heritage Site (WHS) Gateway Centre - an agreed priority of the WHS Partnership. Further, the Police & Magistrates' Museum will provide public access to the courtroom and cells, and interpretation of its historic function.

Tavistock Guildhall has been unused since 1997. Its new future builds on existing HLF THI investment and also unlocks the ability to achieve added value to recent investment in the enhancement of access and interpretation to the area's heritage, and in volunteering, learning, and of community and business engagement. A sustainable approach will deliver a significant and long lasting contribution to heritage-led regeneration and learning in Tavistock.

Have you received any advice from us before making your application?

Yes

Please tell us who you received advice from.

Nerys Watts and Richard Bellamy

Is this your first application to the Heritage Lottery Fund?

No

Please tell us the reference number and project title of your most recent application.

HG-13-20278 Tavistock Guildhall Gateway Centre

Section one: Your organisation

1a Address of your organisation:

Address line 1	Town Council Offices
Address line 2	Drake Road
Address line 3	
Town / city	Tavistock
County	Devon
Postcode	PL19 0AU

1b Is the address of your project the same as the address in 1a?

No

Enter the address of your project. Please use the post code look up button to find your address so that the Local Authority and Constituency information is generated in the boxes below.

Address line 1	The Guildhall and Police Station
Address line 2	Guildhall Square
Address line 3	
Town / city	Tavistock
County	Devon
Postcode	PL19 0AH

Local Authority within which the project will take place

Constituency within which the project will take place

1c Details of main contact person

Name

Mr Carl Hearn

Position

Town Clerk

Is the address of the main contact person the same as the address in 1a?

Yes

Daytime phone number, including area code

01803 860010

Alternative phone number

01822 613529

Email address

ian@gyarchitects.co.uk

1d Describe your organisation's main purpose and regular activities

Local Authority. Town Council activities, including management and operation of leasehold estate, together with common/farm land, cemeteries and public open spaces, markets, events and the preservation of buildings and structures of historic and architectural significance.

1e The legal status of your organisation

Please select one of the following:

Local authority

If your organisation is any of the following, please provide the details shown:

Company - give registration number

Registered Charity in England, Scotland or Wales - give registration number

Charity recognised by HM Revenue and Customs in Northern Ireland - give reference number

1f Will your project be delivered by a partnership?

Yes

Who are your partners? Please provide a named contact from each organisation

Mr Carl Hearn - Town Clerk, Tavistock Town Council

Mr Robert Plumb - Regeneration Officer, West Devon Borough Council

Mr John Taylor - Chairman, Tavistock Town Council Heritage Partnership

1g Are you VAT registered?

Yes

Please provide your VAT number

144785934

Section two: The heritage

In this section tell us about the heritage your project focuses on and why it is valued.

2a What is the heritage your project focuses upon?

English Heritage Building ID: 93433

Tavistock Guildhall and Police Station is a Grade II* Listed building in the centre of Tavistock. Originally listed Grade II in 1951, the building was upgraded to Grade II* in 2005. It is believed to be England's first purpose-built combined court and police station, and includes the former police accommodation block and fire engine house. Designed initially by John Foulston and then by Theophilus Jones for the Duke of Bedford, the complex was completed circa 1848 and is constructed on the footprint of Tavistock Abbey.

English Heritage considers the building to be important for a number of reasons. The exterior is exceptionally well preserved; its striking Gothic composition displays a high level of architectural distinction and successfully conveys the importance of the complex as a whole. The interconnected range includes a late 15th century building, Trowtes House, which formed part of the Great Court of Tavistock Abbey and as such is a rare survival of a monastic outer court building. There is also considerable group value with a rich mix of designated assets in the immediate vicinity. These include the Grade I Abbey Gatehouse to the northwest, the Grade II library immediately to the north, and the scheduled medieval remains of Tavistock Abbey beneath.

The building is clearly therefore, a great source of knowledge and of aesthetic, architectural and historic interest, and all efforts should be made to secure its fabric and a viable use.

2b Is your heritage considered to be at risk? If so, please tell us in what way.

Yes. Tavistock Guildhall and Police Station is registered on the English Heritage 'Heritage At Risk' Register No: 1309358. Category B: Immediate risk of further rapid deterioration or loss of fabric.

The Courtroom has been unused since 1997 and the Police Station has now been vacant for three years. Tavistock Town Council successfully purchased the whole complex in 2014. Previously, the building had suffered a period of neglect through inappropriate repairs and ill-considered adaption by the police force. Now, in its empty state, it is requiring urgent attention. Of particular note, are the parapet gutters, which are in a poor state of repair, causing water ingress. The previous, and temporary owners, Devon Historic Buildings Trust (DHBT) were only been able to fund routine maintenance to attempt to reduce the speed of deterioration.

2c Does your project involve work to physical heritage like buildings, collections, landscapes or habitats?

Yes

Tell us the name of the building(s), collections, landscape or habitat area

Tavistock Guildhall and Police Station

Do you, or a partner organisation, own the building, land or heritage items outright?

Yes

Do you or a partner organisation have a mortgage or other loans secured on the property or item, or any plans to take one out?

No

For landscape projects, please provide an Ordnance Survey grid reference for your landscape

2d Does your project involve the acquisition of a building, land or heritage items?

No

Please tick any of the following that apply to your heritage:

**Accredited Museum, Gallery
or Archive**

**Designated or Significant
(Scotland) Collection**

**DCMS funded Museum,
Library, Gallery or Archive**

World Heritage Site

**Grade I or Grade A listed
building**

**Grade II* or Grade B listed
building**

How many buildings of this type are included in your project?

1

**Grade II, Grade C or Grade
C(S) listed building**

Local list

**Scheduled Ancient
Monument**

How many monuments of this type are included in your project?

1

Registered historic ship

Conservation Area



Registered Battlefield

**Area of Outstanding Natural
Beauty (AONB) or National
Scenic Area (NSA)**

National Park

National Nature Reserve

Ramsar site

**Regionally Important
Geological and
Geomorphological Site
(RIGS)**

**Special Area of Conservation
(SAC) or e-SAC**

**Special Protection Areas
(SPA)**

Registered Park or Garden

Section three: Your project

In this section, tell us about your project. Make sure you include all your planned activities, and capital works if applicable.

3a Describe what your project will do.

Delivery Outline

Tavistock Town Council (TTC), in partnership with West Devon Borough Council (WDBC) and "Tavistock Heritage", propose to develop a scheme to renovate and bring back into use an iconic Grade II* historic building At Risk in the heart of Tavistock. The Gateway Centre will integrate a range of public services and local community uses with a WHS Gateway Centre and Police & Magistrates' Museum. In addition, it will provide a coordinated, diverse, experiential programme of heritage-driven events and educational and tourism resources.

A nine-month development period is proposed to refine the brief, interpretation and capital work proposals whilst obtaining the required statutory consents. Extensive consultation will be undertaken with key stakeholders and the public. A team of experienced consultants will be competitively employed to guide the partnership through the process and produce the required documentation.

Capital Work

The conversion of the complex will enable an extensive and detailed restoration programme to be undertaken. This will include works to the roof, including repairing the parapet gutters, which are urgently required. The internal conversion work will be light touch, and conservation-driven, aiming to maximise the enjoyment of the buildings intrinsic character whilst minimising interruption to the historic fabric. A proportion of the work will be to improve the buildings' accessibility including the installation of a lift and adjustments to floor levels and external ramps. Please note that the small proportion of THI funds previously earmarked for the Guildhall and Police Station fabric repairs will be reallocated to the surrounding buildings if this Heritage Grants bid is successful.

Renovation work includes: repairs to chimneys, roof parapets and gutters; leadwork, roofing slates, flat roofs, rainwater goods, masonry repairs, new rooflights, windows and door repairs; demolition of modern fabric and metal railing refurbishment.

New construction work includes: lightweight partitions, ceilings, insulating roofs; office fit-out, new stairs, lift; glazed 'fire station' entrance, interpretation centre fit-out, new electrical, plumbing and ventilation works.

Please refer to Outline Repair Specification for further details.

Uses and Activities

Public services will be delivered through a Tavistock Town Council managed public service 'one-stop-shop'. This will give friendly access to Town Council and partner services including information on health, social services and housing in a central location. Additional space will be provided within the building for town council offices, peripatetic working areas and meeting spaces that are available to the local community, either free or at affordable rates. The Courtroom would also see use on occasion as the Council Chamber; the adjacent Magistrates' Retiring Room, used substantially as a heritage learning space, also being periodically used as a Mayoral Parlour and for meetings. 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 in public ownership continues to do so.

Community activities will be focused around the Courtroom. These events may include local theatre performances, films, weddings, concerts, debates, meetings, conferences and workshops. The local community will be consulted further on the extent of this provision during the development phase. However, the intention is to set up a community trust to organise the programme of activities and ensure it has the flexibility to remain relevant and stimulating for local and visiting people. The courtroom will be conserved, as far as possible, in its original condition as a showpiece of the Police & Magistrates' Museum, directly connected to the original 'bridewell' of six cells below. Any displays (including that potentially developed in partnership with the Police) and interpretation will be subtle and non-intrusive in this formal, yet elegant, space

- that was designed to instil awe and reverence - but which needs optimum flexibility in capacity for contemporary community activity.

The WHS Gateway Centre will act as the Devon gateway to the cultural 'mining' landscape, which many visitors to the region assume is only based in Cornwall. The provision of this facility will complete Tavistock's WHS Key Centre aspiration by enabling it to offer the full range of services required and greatly raise the profile of the wide range of WH attributes in west Devon. It will educate local people and visitors, through interactive displays and events, about Tavistock's role in the WHS set within the context of the South West mining landscape, including Dartmoor, as a whole. The layers of human stories behind the heritage will be introduced and a greater diversity of people will be encouraged to engage with heritage and visit Tavistock. The Gateway Centre will also be complemented by the Townscape Heritage Initiative projects, which will improve the public realm and the historic buildings surrounding the Guildhall.

In addition, the building will form an informal information hub directing visitors and local people to other local attractions including Dartmoor National Park, The Tamar Valley AONB and nearby historical attractions. One of the ambitions of the project is to work holistically to raise the profile of, and encourage partnerships between, existing facilities. The Gateway Centre will also form the starting point for guided interpretation of the historic town. A Tourist Information Centre (TIC), substantially run by volunteers and supported by local businesses will, through this project, be enabled in the 1970s 'retro' police enquiries room (see plan).

3b Explain what need and opportunity your project will address

Needs

Historic Fabric

The Guildhall complex has been completely empty since January 2012 (the Courtroom since 1997) but its ownership has now successfully transferred from Devon Historic Buildings Trust to Tavistock Town Council. The building left empty with no income stream will only deteriorate further. Unoccupied the building is costing the Town Council a considerable sum to insure and heat, even at a base level.

World Heritage Site

The project is an essential element of the development of a WHS 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.

The Tavistock World Heritage Site Key Centre Assessment identified that Tavistock's current facilities do not offer interpretation of a suitable scope or depth. The neighbouring museum lacks the capacity to offer the layers of interpretation required for a Key Centre and has limitations in terms of accessibility and limited focus on areas of interest for younger generations, particularly school groups who also have no suitable learning space. Tavistock as a whole currently has little guidance or 'signposting' to the nearby WHS and other historic and natural attractions including Dartmoor National Park and the Tamar Valley AONB. The WHS Key Centre Learning Strategy identifies that the wide range of educational audience, which both exists in number locally and visits Tavistock, is currently largely un-catered for and that there is limited partnership working between organisations. It states: "There is a need to provide a central focus or point of contact which is clearly marketed and recognisable as the place to find out more about activities and resources"

Tavistock Town Council

The Council's administrative services are presently spread across four sites within the Town. Relocation to the Guildhall complex would enable these services to be brought together and critically enable links to be made with other public, voluntary and not-for-profit organisations. These would allow for the coordinated delivery of core community services from a single, central and accessible location.

Community Facilities

There is a range of small local community arts, music, theatre, heritage and business groups which lack an affordable central place with a variety of room sizes to use or perform. Tavistock currently also has only limited provision for wedding venues other than at the Bedford Hotel and smaller spaces at the Town Council

Offices and West Devon Borough Council.

Opportunities

The proposed hybrid of complementary uses and Town Council ownership will ensure the Gateway Centre's future viability. The Town Council is experienced at maintaining a large number of historic buildings in Tavistock and can be relied upon to safeguard the building. Tavistock World Heritage Site Key Centre assessment reports that it is inadvisable for any Gateway Centre to be a standalone facility and that it should be supported by other sustainable and viable activity. For this reason, the Gateway Centre proposes integrated service delivery through a combination of revenue generating and community uses in a building that also incorporates Town Council and partnership facilities.

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. Tavistock WHS Key Centre Steering Group agrees that this is the optimum location for a Gateway Centre. It is also appropriate in terms of its authentic historic significance, size and the diverse range of spaces it provides. Tavistock Guildhall is ideally located to offer orientation for Tavistock and the wider area. The building greets you from all directions as you arrive in the centre of Tavistock and is close to the drop-off point of coach passengers, bus stops and a number of car parks. The Learning Strategy Report also provides evidence that people locally value their heritage strongly and that there is an appetite for further interpretation, even amongst those with a casual interest. 92% of local institutions and societies surveyed would like to find out more about heritage in Tavistock and would be keen to get involved.

The Project would meet with TTC Strategic Plan policy Ec8 to 'support the concept of Tavistock being the Gateway to Cornwall and West Devon Mining World Heritage Site'. This includes endorsing and supporting the implementation of a visitor and interpretation centre. Policy En3 also supports the taking of the Guildhall into trust ownership and its sympathetic development. In addition, the Conservation Area Management Plan notes that supporting actions to secure the Guildhall should be a priority.

3c Why is it essential for the project to go ahead now?

It is essential that this project proceeds without delay for a number of reasons:

Tavistock Guildhall has now been unoccupied for a number of years and is on the English Heritage 'At Risk' Register. Previously, the building had suffered a period of neglect and in its empty state is requiring urgent repair. The conversion of the complex will enable an extensive restoration programme to be undertaken and the fabric of the building to be secured for the long-term and coordinated with that of the surrounding area, which is also in public ownership.

The former owners of the building, DHBT, had obtained planning permission for the Police Station and Trowtes House to be converted into residential units. The planning application was prepared as a means to fund the urgent repairs required to the fabric, as insufficient funds were forthcoming from other sources. DHBT undertook a public market testing exercise in 2014, and announced the sale of the property. Tavistock Town Council strongly believed it would be very unfortunate if this important range of buildings became divided into private ownerships. This would prohibit public access and make it impossible to implement a consistent repair and maintenance strategy. The Town Council therefore purchased the property.

The acquisition of the whole building range by Tavistock Town Council will ensure the long-term future of the building through complementary uses, which support the heritage and local community of Tavistock. Development of the project now will also allow for it to progress in tandem with the HLF-funded Townscape Heritage Initiative (THI) development of the surrounding buildings and public realm, including Guildhall Square and the neighbouring Butcher's Hall. This would allow for mutual benefits including simultaneous contract letting, skills development and other complementary measures. The conversion of the Guildhall is in synergy with the THI (and the Cornwall Museums Partnership's 'Raising Steam' simultaneous bid) would build on existing HLF investment and make a significant and long lasting contribution to heritage-led regeneration in Tavistock.

It should also be noted that the current local and central government political climate allows for this project to

be a reality, but this may not be the case in the future. There are anticipated restrictions in local authority funding, which would significantly reduce Tavistock Town Council's ability to part fund the project in the future. There is also currently an active and proven heritage partnership in place, ready and willing to support this scheme and drive it forward. If the project is not funded now the opportunity to ensure the Guildhall and Police Station become an essential part of the Tavistock community, may be lost.

3d Why do you need Lottery funding?

Tavistock Town Council will have operating funds to maintain the building, but do not have sufficient funds to complete the capital and development works required. The Council will, however, be providing considerable match funding for the development and capital work, which may not be available in the future. If the HLF is unable to assist in funding this project it is very unlikely that the Gateway Centre will be completed.

3e What work and/or consultation have you undertaken to prepare for this project and why?

Tavistock Town Council has employed an experienced consultant team to assist in preparing the scheme, which forms the foundation for this proposal; subsequently supplemented by detailed input on the WHS Gateway Centre and 'Police & Magistrates' Museum' (summarized separately in an accompanying report). Gillespie Yunnie Architects and Trevor Humphreys Associates have been involved in devising and investigating the feasibility of a number of schemes for the Guildhall and Police Station since 2010. The production of a number of reports has been required to obtain Planning and Listed Building consents. These include:

- Flood Risk Assessment
- Structural Engineering Report
- Drainage Report
- Condition Report
- Ecology Survey

This wealth of background information, together with a strategic suite of new heritage interpretation and learning studies specific to Tavistock, has informed the current proposals and will be of great assistance during the development phase. It should be noted that the minor external alterations included in the current Listed Building and residential Planning Consents are equally valid for the newly proposed scheme, which has been designed to fit within these constraints. These alterations were agreed after extensive consultation with English Heritage (EH), the Local Planning Authority and Graham Lawrence, the Conservation Officer. Francis Kelly (EH) has reviewed the currently proposed scheme and commented as follows:

"It is desirable to get this building at risk off the HaR Register and these proposals appear admirably conservative. The light touch is appreciated. Impacts, such as the lift and the accessible balcony, will need to be well examined though clearly appear to be a good solution".

A public consultation event at the Guildhall was undertaken as part of an Architectural Heritage Fund (AHF) Options Appraisal report on 26 May 2011. This event was well attended and demonstrated the enthusiasm locally for the building. Many of the Tavistock residents relished the opportunity to return to the Courtroom and a number of the attendees could be relied upon to volunteer to support the new Gateway Centre. The suggestions of possible uses were wide-ranging but a combination of public, arts and local business services in a hybrid Heritage Gateway building was widely supported. The report concluded that: "This complex could educate and inform locals and visitors alike about their built and landscape heritage, and the stories of people within them, whilst allowing them open access to the courtroom and cells". This ambition would be achieved through the currently proposed Heritage Gateway Centre.

Further consultation took place with local education leaders, representatives of community groups and the business associations as part of the Tavistock WHS Key Centre Learning Strategy exercise in June 2013. This consultation established the learning targets for various groups and the need to be inclusive to a range of ages, social groups and levels of knowledge.

There is support for this project from a number of key stakeholders including a range of local heritage groups. Deborah Boden (WHS Coordinator) has visited the site and informed the preparation of this bid. The project team, and Barry Gamble (mining heritage interpretation consultant), has discussed the proposal with the HLF's Nerys Watts. There have also been initial consultations with the Planning and Conservation Officers at West Devon Borough Council. The following reports support this application:

- Tavistock: A brief assessment of its potential as a 'Key Centre' for the Cornwall and West Devon Mining Landscape World Heritage Site. Barry Gamble, February 2012
- Tavistock World Heritage Site Key Centre Learning Strategy. Emmie Kell Consulting, June 2013.

- Tavistock World Heritage Site Key Centre Steering Group Interpretation Strategy. Andrew Thompson, January 2014.

Section four: Project outcomes

In this section, tell us about the difference that your project will make for heritage, people and communities.

4a What difference will your project make for heritage?

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 WHS, 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 repair works to the building's fabric are complete, a Grade II* Listed Building will be able to be removed from the EH 'Heritage at Risk' Register. Repair works will be undertaken to a high standard agreed with the local planning authority's Conservation Officer and English Heritage. Refer to capital works section in 3.a and 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 the historic function of the buildings themselves.

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 existing learning and interpretation strategies and be complemented by a progressive development ('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 development to significantly increase awareness of Tavistock and its heritage. Finally the courtroom and cells will allow for festival events and theatre to be hosted.

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.

Heritage will be identified / recorded

During the process of conversion, 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 centrepieces of the town.

4b What difference will your project make for people?

People will have developed skills

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. Renovation works will 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 Activity Project Coordinator, supported by an Activity Development Officer 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.

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 learning, events, workshops and courses will enable a wide range of people, who otherwise might not have access to such 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 engagement 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 - experiential ways of learning, attractive to younger people and schools, and revealing the story behind the heritage. 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 understand, value, and care for their heritage, ultimately 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.

4c What difference will your project make for communities?

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 second 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 symbolizes 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 organizations 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 voluntary, not-for-profit and public service sectors through the provision of space, and 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 Activity 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.

4d What are the main groups of people that will benefit from your project?

A diverse range of people will benefit from the Project: 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 gateway centre giving clear access to information regarding the WHS and local heritage attractions; Tavistock will gain a nationally significant museum facility in the Police Station-Courtroom complex; Local businesses benefit from better trade from increased visitor numbers; Local tourist attractions benefit from better 'signposting' and promotion by local residents leading to increased visitor numbers; Schoolchildren 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 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.

4e Does your project involve heritage that attracts visitors?

Yes

What are your existing visitor numbers?

7565

How many visitors a year do you expect on completion of your project?

45000

4f How many people will be trained as part of your project, if applicable?

23

4g How many volunteers do you expect will contribute personally to your project?

24

4h How many full-time equivalent posts will you create to deliver your project?

2

Section five: Project management

In this section, tell us how you will develop and deliver your project.

Development phase

5a What work will you do during the development phase of your project?

Initially we will confirm an overall Steering Group to manage and direct the various activities and personnel involved. To confirm the brief, establish communications, protocols, meetings, consultations etc. Concurrent with this we will appoint respective specialists for capital, activity and business consultancies. The Project Manager will assist in the procurement and develop the master programming and the risk register. Having established our professional team and confirmed our Client Brief the Capital Team will proceed through RIBA Stage 2 in developing the scheme proposals. This will involve further site surveys, option appraisals, consultations and a review of accessibility. The Stage 2 design proposals will be priced including building and fit out elements. The team will liaise closely with the interpretation and activities team to provide an inclusive project cost.

This study will be subject to a Project Review with both the Steering Group and key stakeholders including the HLF case officer.

Once approved, the study will be worked up to the detail of RIBA Stage 3 and prepared for any further planning or listed building consent approvals. In addition to capital costs the team will develop the maintenance management plan, priced and used by the business planner.

Alongside the Capital Team the activities will be developed into an Activity Development Plan, involving research and consultation with local groups. The aim will be to develop coordinated learning and interpretation proposals that meet audience needs.

Future operational plans will be investigated to maximise and harmonise the potential of proposed services and functions, assisting development of the business plan in the latter part of the development programme that will also draw upon capital and revenue forecasts. The business planner will be required to undertake market research and sensitivity analysis.

5b Who are the main people responsible for the work during the development phase of your project?

Overall responsibility for the Project will be with Tavistock Town Council, in collaboration with West Devon Borough Council and key local stakeholders who will sit on a Steering Group. Carl Hearn will act as Project Coordinator for the Group that will report to the Town Council at key milestones.

Carl Hearn's (Town Clerk) experience includes: Governance Lead to the Cornwall Local Government Reorganisation project, with responsibility for developing governance arrangements for the second largest Unitary Council in England. The Town Council General Manager, will undertake the Development/Project Manager role, thus enabling on-the-spot response by an experienced construction manager with excellent knowledge of the building and who has successfully managed a range of public sector projects, both for the Town Council and the Ministry of Defence since 2000. Tavistock Town Council has, since 1974, managed and maintained an historic estate comprising commercial, industrial, community and civic buildings derived from the holdings of the Dukes of Bedford. The Town Councils business model is underpinned by an awareness of its responsibilities as the custodian for historic buildings and as a substantial property management and market operating business within Tavistock. In partnership with West Devon Borough Council and "Tavistock Heritage", the project team combines a unique blend of skills, experience and commitment to deliver a successful scheme.

The Group will appoint a Project Team comprising both Capital and Activity elements. The Capital Team will be led by the Architect as a lead design consultant. The Project Manager will oversee the management of the teams and lead project meetings to report back to the Group.

The appendices include an introductory organogram.

Procurement of all consultants will be through competitive tendering based on cost and quality. The quality will emphasise the importance of similar project experience in developing heritage projects. Tavistock Town Council and its partners will supplement with in-house advice where available such as in the business planning and market research. It is proposed that the external appointments are based on standard forms where possible and that there will be a break clause between development and delivery phases.

Briefs for the main consultancies are provided. There will not be a requirement for new internal posts for the development stage.

5c Complete a detailed timetable for the development phase of your project. Use the 'add item' button to enter additional rows.

Development activities					
Task	Start month	Start year	End month	End year	Who will lead this task
Activity Plan	July	2015	January	2016	Consultant with support from TTC
Conservation Plan	July	2015	September	2015	Architect
Management and Maintenance Plan	November	2015	December	2015	Architect with QS support
Project Business Plan	October	2015	January	2016	Consultant
Procurement of consultants	June	2015	July	2015	Project Coordinator
Surveys and Investigations	July	2015	August	2015	Architect
Stage 2 design development	July	2015	August	2015	Architect
Interpretation Plan (full)	July	2015	December	2015	Activity Coordinator
Stage 3 Design & Development Planning	November	2015	January	2016	Architect
Project Cost & Risk Management	July	2015	January	2016	Project Manager/QS
Project Review	February	2016	February	2016	Project Coordinator
Stage 2 Submission	January	2016	March	2016	Project Coordinator

5d Tell us about the risks to the development phase of your project and how they will be managed. Use the 'add item' button to enter additional rows.

Development risks

Risk	Likelihood	Impact	Mitigation	Who will lead this
Procurement of team takes too long	Low	Medium	Prepare briefs in advance and advertise to attract high quality returns	Project Coordinator / Project Manager
Buildings in worse condition than expected	Medium	Medium	Early surveys and opening up	Architect
Presence of hazardous materials through modern interventions	Medium	Medium	Surveys from specialists	Architect
Failure to co-ordinate end activities to coherent proposal	Low	High	Regular consultation with interested parties and team members	Project Coordinator / Project Manager
Late changes in brief	Medium	Medium	Agree brief and Stage sign offs	Project Coordinator / Project Manager
Failure to gain statutory approvals and consents	Low	Medium	Continue consultation with English Heritage, Conservation Officer and Building Control	Architect
End use not supported by community	Low	High	Early consultation updated and reviewed	Project Coordinator
Cost Plan exceeds budget	Low	High	QS appointed with relevant experience – regular reporting	QS
Health & safety in design	Low	Low	CDM included from outset	CDMC
Business plan does not provide sustainability	Low	High	Expertise joins team early	Project Coordinator
Failure to gain HLF 2 approval	Low	High	Regular consultation and maintain Brief principals	Project Coordinator / Project Manager
Failure to attract match funding	Low	High	Dedicated role – TTC will commit match funding at Stage 1	Project Coordinator

Delivery phase**5e Who are the main people responsible for the work during the delivery phase of your project?**

The Steering Group will continue through development-delivery-ultimate completion. Overall responsibility will remain with Carl Hearn on behalf of TTC. We anticipate that the Steering group will evolve with the interests of other partnerships.

Procurement of consultants in development will include break clauses so that experience and continuity will be maintained therefore providing stability in key posts. The link between both Steering Group and Capital Team will remain with the Development/Project Manager. The Architect will continue to lead the design, both for build and fit out and will also act as Contract Administrator to the Contractor.

Decision-making will continue as before and will be expanded to encompass the build team during construction. As the Project progresses the emphasis will focus on operational matters. The role of the Development/Project Manager will be undertaken within Tavistock Town Council's existing works team, a role that will cease on completion of delivery. If any additional specialist expertise is required, there is an extra allowance in the budget and, beyond this, not charged to the Project.

5f Complete a summary timetable for the delivery phase of your project. Use the 'add item' button to enter additional rows.**Delivery activities**

Task	Start month	Start year	End month	End year	Who will lead this task
Mobilisation of team	August	2016	August	2016	Project Coordinator / Project Manager
Stage 4 technical design	September	2016	November	2016	Architect
Tender documents	November	2016	December	2016	Architect / QS
Tender period & review	January	2017	February	2017	Project Manager
Clear buildings and heritage recording	March	2017	March	2017	Project Manager
Mobilise and construct	March	2017	March	2018	Contractor
Handover & commissioning	March	2018	March	2018	Architect
Training & Soft Opening	March	2018	April	2018	Project Coordinator

5g Tell us about the risks to the delivery phase of your project and how they will be managed. Use the 'add item' button to enter additional rows.

Delivery risks				
Risk	Likelihood	Impact	Mitigation	Who will lead this
Procurement of unsuitable (experience) main contractor	Low	High	Robust PQQ/ITT for relevant experience and references	Project Manager
Main contractor insolvency	Low	High	Financial checks, adequate turnover & third party surety	Project Coordinator / Project Manager
Unforeseen building defects	Medium	Medium	Early opening up to assess risks. Potential for enabling works to remove asbestos	Architect
Weather delays	Medium	Medium	Consider temporary roof or programme works accordingly	Architect
Post tender costs increases	Medium	Medium	Compare tender with Pre tender estimate / cost plan – regular financial reviews	QS
Construction programme over run	Medium	Medium	Regularly review progress and information release	Project Manager
Quality below standard	Low	Medium	Selection of contractor and quality control	Architect
Health & Safety	Low	High	Selection of contractor & supervision	CDMC
Activity Programme fails to deliver	Low	High	Continue development during delivery stage and update as necessary	Activity Development Officer

5h When do you expect the delivery phase of your project to start and finish?

Project start date

Month August | **Year** 2016

Project finish date

Month March | **Year** 2019

Section six: After the project ends

In this section, tell us about what will happen once your project has been completed.

6a How will you maintain the outcomes of your project after the grant ends and meet any additional running costs?

The completion of the project will provide a finished building that will provide sufficient income through its activities to pay operating and maintenance costs. Income is based upon a mixed model and not dependent on one particular strand. It is important that costs and income estimates are realistic and robust and reviewed in practice. This will give stability and confidence to the management team.

It is inevitable that the interpretation will need to be freshened up periodically and the team will consider the future programme in the delivery period. The long-term goal will be to develop services and facilities for the public and business such that not only are the community served but they are encouraged to contribute through use to the financial benefit of the project. By maximising the use it is hoped that the income stream will produce profit that can be reinvested into future enhancements.

Support post completion will be via a developed body of trained volunteers (under "Tavistock Heritage") and an aspiration for a permanent Activity Officer that will be determined during the Development stage. The project will continue to invest in their recruitment and training to ensure that future success of the project is served by a qualified and enthusiastic core.

6b Tell us about the main risks facing the project after it has been completed and how they will be managed.

After project risks

Risk	Likelihood	Impact	Mitigation	Risk Owner
Income stream is lower than forecast	Medium	Medium	Provide realistic business model - adjust service delivery to concentrate on the successful activities – review those that underachieve	Project Coordinator
Unexpected costs in operation	Medium	Medium	Provide realistic business model - consider possibility of funding an endowment – expand volunteer resources	Project Coordinator
Project fails to attract community support	Low	Medium	Ensure that consultation continues post completion / engage with existing network of volunteers, supportive project partners and 'Learning Heritage' initiative schemes	Project Coordinator
Project fails to attract visitor interest	Low	Medium	Undertake positive marketing strategy, launch and maintain regular publicity	Project Coordinator

6c How will you evaluate the success of your project from the beginning and share the learning?

The success of the project will be demonstrated in the following key areas:

- Project Team review
- Community support
- Visitor support
- Local business support
- Post opening financial performance

During the development and delivery periods the Steering Group will consider how these different outcomes can be evaluated. They will determine set goals of achievement and how they can be measured. This will include recording the use of the building by different users, seeking their feedback, analysing public and business comment. This could include surveys, online tools and other marketing tools.

For the project team a post review questionnaire will be devised and feedback reviewed by the Steering Group and passed on to the HLF.

Section seven: Project costs

In this section, tell us how much it will cost to develop and deliver your project.

There is a limit of 20 words per 'description' section when completing the cost tables. A more detailed explanation and breakdown of your costs should be provided as part of your supporting documentation. Please see Section nine: Supporting documents within the programme application guidance for further information.

7a Development-phase costs

Development costs

Cost heading	Description	Cost	VAT	Total
Professional Fees	Design Team, Project Manager, QS, CDM, Activity, Learning, Access, Legal, Business & Interpretation	63350		63350
New staff costs				
Recruitment				
Other costs (development-phase)	Surveys, Investigations & Planning	6500		6500
Full Cost Recovery				
Contingency				
Non-cash contributions				
Volunteer time	TTC - Development Officer role + Steering Group	12000		12000
Total		81850		81850

7b Development-phase income

Please note that HLF rounds all grant requests down to the nearest £100. With this in mind, please make sure that the total Development-phase income exactly matches the total of your Development-phase costs or the system will not allow you to proceed.

Development income

Source of funding	Description	Secured?	Value
Local Authority	Tavistock Town Council	Yes	21150
Other public sector			
Central government			
European Union			
Private donation - Individual			
Private donation - Trusts/Charities/Foundations			
Private donation - corporate			
Commercial/business			
Own reserves			
Other fundraising			
Non-cash contributions			
Volunteer time	TTC - Development Officer Role + Steering Group	Yes	12000
HLF grant request			48700
Total			81850

7c Development-phase financial summary

Total development costs	81850
Total development income	33150
HLF development grant request	48700
HLF development grant %	59

Section seven: Project costs**7d Delivery-phase capital costs**

Cost Heading	Description	Cost	VAT	Total
Purchase price of items or property				
Repair and conservation work	External fabric £206,916, high level external access and protection £65,000, Internal works £360,449, External works £56,225 & Preliminaries £93,540 + 2014 Inflation £39,110	821270		821270
New building work				
Other capital work	Inflation (BCIS)	82100		82100
Equipment and materials				
Other costs (capital)				
Professional fees relating to any of the above	Design Team, Project Manager, QS, CDM & Clerk of Works, Heritage Recording & Planning	114450		114450
Total		1017820		1017820

Section seven: Project costs**7e Delivery-phase activity costs**

Cost Heading	Description	Cost	VAT	Total
New staff costs	Note: Development Officer Role provided by existing TTC resources			
Training for staff				
Paid training placements				
Training for volunteers	Training for volunteers/teachers	3000		3000
Travel for staff				
Travel and expenses for volunteers				
Equipment and materials	Interpretation fit out	44500		44500
Other costs (activity)				
Professional fees relating to any of the above	Interpretation delivery - Pro Coordinator / Activity Officer	9000		9000
Total		56500		56500

7f Delivery-phase - other costs

Cost Heading	Description	Cost	VAT	Total
Recruitment				
Publicity and promotion	Marketing / Implementation / Web	15000		15000
Evaluation	Independent / Familiarisation - Business/Tourism	1500		1500
Other costs	Audience Development	2000		2000
Full Cost Recovery				
Contingency	Construction £83k, Activity £9k	92000		92000
Inflation				
Increased management and maintenance costs (maximum five years)				
Non-cash contributions				
Volunteer time	TTC - Development Officer Role + Steering Group	30000		30000
Total		140500		140500

Section seven: Project costs**7g Delivery Phase income**

Please note that HLF rounds all grant requests down to the nearest £100. With this in mind, please make sure that the total Delivery-phase income exactly matches the total of your Delivery-phase costs or the system will not allow you to proceed.

Source of funding	Description	Secured?	Value
Local authority	Tavistock Town Council	Yes	466970
Other public sector			
Central government			
European Union			
Private donation - Individual			
Private donation - Trusts/Charities/Foundations			
Private donation - corporate			
Commercial/business			
Own reserves			
Other fundraising			
Increased management and maintenance Costs (maximum five years)			
Non-cash contributions			
Volunteer time	TTC - Development Officer Role + Steering Group	Yes	30050
HLF grant request			717800
Total			1214820

7h Delivery-phase financial summary

Total delivery costs	1214820
Total delivery income	497020
HLF delivery grant request	717800
HLF delivery grant %	59

7i If cash contributions from other sources are not yet secured, how do you expect to secure these and by when?

7j If you have included Full Cost Recovery, how have you worked out the share that relates to your project?

Section eight: Additional information and declaration

This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application. We encourage you to be as specific as possible about the people your organisation represents.

If your organisation represents the interests of a particular group, such as young people or disabled people, tell us which by filling in the tables below.

If you are based in Northern Ireland, where legislation requires us to report in detail on the organisations we fund, please complete the tables in full, as applicable.

✓ If you are based outside Northern Ireland and your organisation represents the interests of a wide range of people and not any particular group, mark this box only.

Declaration

a) Terms of Grant

You must read the standard terms of grant for this programme on our website.

By completing this Declaration, you are confirming that your organisation accepts these terms. For partnership projects, all partners must confirm that they accept the standard terms of grant by adding a contact at the end of the declaration.

b) Freedom of Information and Data Protection

We are committed to being as open as possible. This includes being clear about how we assess and make decisions on our grants and how we will use your application form and other documents you give us. As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000.

When you complete the Declaration at the end of the application form, you are confirming that you understand the Heritage Lottery Fund's legal responsibilities under the Data Protection Act 1998 and the Freedom of Information Act 2000 and have no objection to us releasing sections 2, 3 and 4 of the application form to anyone who asks to see them. If there is any information in these sections of the form that you don't want made publicly available, please explain your reasons below:

We will take these into account when we respond to any request for access to those sections. We may also be asked to release other information contained elsewhere in the form and we will respond to these requests after taking account of your rights and expectations under the Freedom of Information Act 2000 and Data Protection Act 1998. In those cases, we will always consult you first. The Heritage Lottery Fund will not be responsible for any loss or damage you suffer as a result of HLF meeting these responsibilities.

When you complete the Declaration you also agree that we will use this application form and the other information you give us, including any personal information covered by the Data Protection Act 1998, for the following purposes:

- **To decide whether to give you a grant.**
- **To provide copies to other individuals or organisations who are helping us to assess, monitor and evaluate grants.**
- **To hold in a database and use for statistical purposes.**
- **If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of the grant and the activity it was for. This information may appear in our press releases, in our print and online publications, and in the publications or websites of relevant Government departments and any partner organisations who have funded the activity with us.**
- **If we offer you a grant, you will support our work to demonstrate the value of heritage by contributing (when asked) to publicity activities during the period we provide funding for and participating in activities to share learning, for which we may put other grantees in contact with you.**

We may contact you from time to time to keep you informed about the work of the Heritage Lottery Fund

Tick this box if you do not wish to be kept informed of our work

I confirm that the organisation named on this application has given me the authority to complete this application on its behalf.

I confirm that the activity in the application falls within the purposes and legal powers of the organisation.

I confirm that the organisation has the power to accept and pay back the grant.

I confirm that if the organisation receives a grant, we will keep to the standard terms of grant, and any further terms or conditions as set out in the grant notification letter, or in any contract prepared specifically for the project.

I confirm that, as far as I know, the information in this application is true and correct.

I confirm that I agree with the **above statements.**

Name Mr Carl Hearn
Organisation Tavistock Town Council
Position Town Clerk
Date 20/02/2015

Are you applying on behalf of a partnership?

Yes

Please add the details of additional contacts below:

Mr Robert Plumb	West Devon Borough Council	Regeneration Officer	20/02/2015
John Taylor	Tavistock Townscape Heritage Partnership	Chairman	20/02/2015

Section nine: Supporting documents

Please provide all of the documents listed at each round, unless they are not applicable to your project. You will be asked to indicate how you are sending these documents to us - as hard copy or electronically.

In addition to numbers 1-8 below, you may also be required to submit further supporting documents that are specific to the programme that you are applying under. For further guidance, please refer to the application guidance Part four: Application form help notes. We will not be able to assess your application if we do not receive all the required information.

First round

1. Copy of your organisation's constitution (formal rules), unless you are a public organisation. If your application is on behalf of a partnership or consortium, please refer to the programme application guidance for more information on what you need to provide.

If you have sent a copy of your constitution with a previous grant application (since April 2008) and no changes have been made to it, you do not need to send it again. Tell us the reference number of the previous application.

N/A

2. Copies of your agreements with project partners, signed by everyone involved, setting out how the project will be managed (if applicable);

Hard copy

3. Copy of your organisation's accounts for the last financial year. This does not apply to public organisations;

Not applicable

4. Spreadsheet detailing the cost breakdown in Section seven: project costs;

Electronic

5. Calculation of Full Cost Recovery included in your development phases costs (if applicable);

Not applicable

6. Briefs for development work for internal and externally commissioned work;

Electronic

7. Job descriptions for new posts to be filled during the development phase;

Not applicable

8. A small selection of images that help illustrate your project. If your project involves physical heritage, please provide a selection of photographs, a location map and, if applicable, a simple site map or plan. It would be helpful if these are in digital format (either as an attachment or on disk). We will use these images to present your project to decision-makers.

Electronic

If applicable, please attach any additional documents as required for the programme that you are applying under. Use the box below to confirm in what format the additional documentation will be submitted.

Electronic

Please now attach any supporting documents.

When you have completed the form click the submit button to submit the form to the server. You can view what you have entered by clicking the draft print button above.