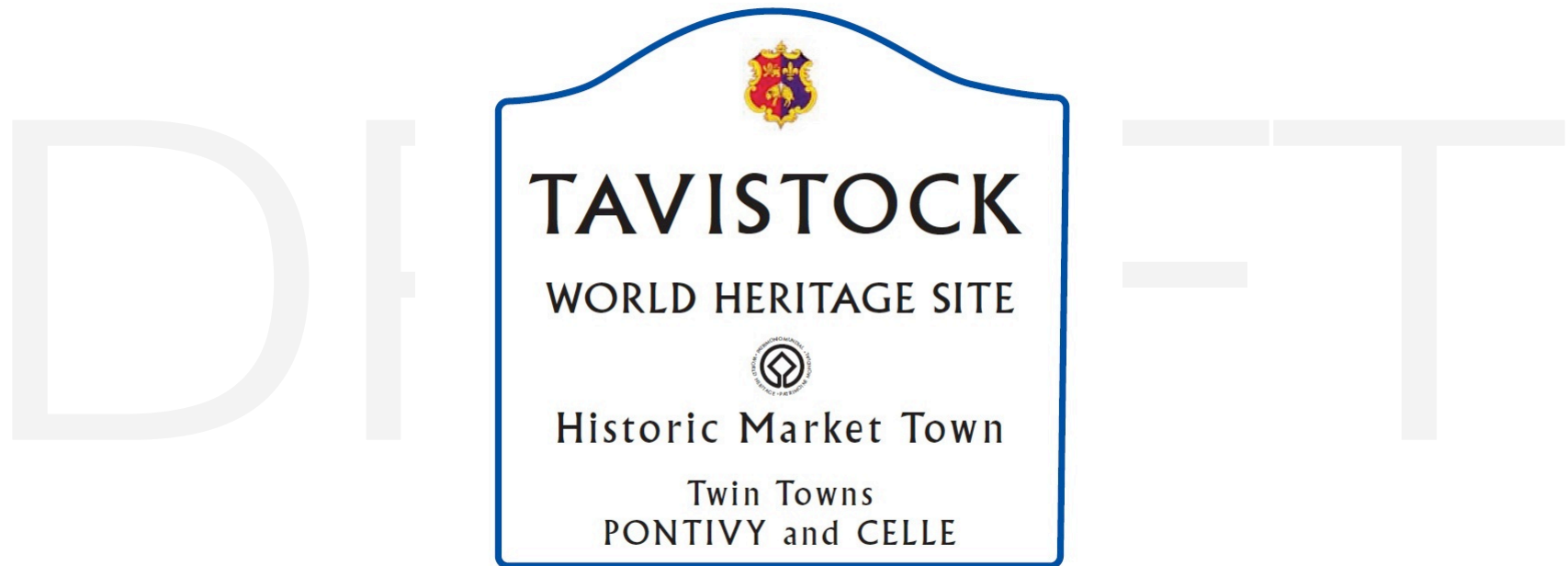


TAVISTOCK: a brief assessment of its potential as a 'Key Centre' for the Cornwall and West Devon Mining Landscape World Heritage Site



Brief:

The WHS wishes to assess the potential within and around Tavistock to meet the criteria set out in the Interpretation Strategy, noting any shortcomings or potential obstacles, and taking into account any planned major capital improvement or investment programmes, public or private, that may contribute to the facilities required of a Key Centre.

A brief written assessment of Tavistock's potential to develop a fourth Key Centre is required, derived from the analysis of existing and planned facilities against WHS 'Key Centre' criteria. This report concisely assesses Tavistock, and its adjacent and connected WHS Area, and its various visitor services in this respect.

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1. How does Tavistock currently meet the Key Centre criteria?

PRIMARY WHS KEY CENTRE CRITERIA	OUTCOME	COMMENT
(i) Overall Geographical Coverage	✓	<p>Tavistock marks the eastern, and principal, geographical 'gateway' to the whole of the peninsular WHS. Its addition would be a complementary, and supplementary, addition as a fourth Key Centre.</p> <p>Together, Key Centres should adequately span the whole WHS. Designated Key Centres are currently Geevor Tin Mine (Far-West Zone) and Morwellham Quay (East-Central Zone), whilst Heartlands, centred on Robinson's Shaft of South Crofty Mine (Mid-West Zone), is projected for Spring 2012. This provision will fulfil the aim of spanning the dispersed geography of the ten WHS Areas, <i>however</i>, the addition of Tavistock will extend the logical coverage to the eastern gateway of Area 10 (the 'last', or 'first', of the series that comprise the WHS) that accounts for 21% of the total area of the WHS.</p>
(ii) Location	✓	<p>Tavistock is a significant market town and well-established visitor/tourist destination that is easily accessible and marks the eastern, and principal, geographical 'gateway' to the whole of the peninsular WHS. In terms of visitor catchment it is a high-ranking destination in the WHS with a visitor profile similar to the WHS targeted market segments.</p> <p>Tavistock does not constitute a "visitor attraction" under unified management as originally envisaged in the Marketing and Interpretation Strategy. However, the locations of the Key Centres should be such that visitor catchments are optimised. Towns are predictable WHS visitor destinations, whether independent or in combination with WHS "visitor attractions". Tavistock has a population of 11,330 with a high proportion of young people (16-24) and younger working age (25-44). Its population continues to increase (+10.9% 1991-2004). (<i>Tavistock. Devon Town Baseline Profile. Devon County Council. May 2006</i>). Tavistock, as a visitor destination, is popular all year round though naturally experiences peaks during Easter and the Summer school holiday periods. Coach operators regularly combine Tavistock with</p>

		<p>Princetown on Dartmoor and Shearing's, alone, brings an estimated 32,708 per year." (HDC Consulting, 2008). Tavistock Museum welcomes around 5,000 (seasonal) visitors whilst the small Tavistock Tourist Information Centre (TIC) received 30,868 visitors in 2010 (WDBC Tourism Manager).</p> <p>Key Centres should be sited and operated in such a way that anticipated visitor growth is not achieved at the expense of neighbouring WHS related mining heritage attractions. The growth of visitors and tourists to Tavistock that might arise from WHS designation, marketing and promotion can only enhance the profile of neighbouring WHS related heritage attractions, the outcome being the contribution of a share of this new market whilst benefitting from an even greater share of the existing market hitherto unrelated, directly, to the WHS. Tavistock, unlike Morwellham, attracts a large number of tourist coach visits and there is an opportunity for joint marketing and visitor management in this respect. Tavistock will not create an audience displacement effect, instead it will enhance the viability/sustainability of other WHS partner attractions in their cluster Areas, particularly in, and adjacent to, Area 10 (Tamar Valley Mining District with Tavistock) and adjacent to Area 9 (Caradon Mining District); there is only low-key marketing and promotion of Area 9, and Area 8 (The Luxulyan Valley and Charlestown) as these areas are more sensitive in terms of carrying capacity and community aspirations.</p>
(iii) Sub-Regional Coverage	✓	<p>The addition of Tavistock as a Key Centre is <i>desirable</i> in terms of the scale and geographical distribution of the East-Central Zone (WHS Areas 8, 9 and 10), an area 'cluster' that represents 30% by area of the total WHS.</p> <p>The location of Key Centres should provide appropriate, respective, cover for the Far-West Zone, the Mid-West Zone, and the East-Central Zone, together with the level of interpretive need as guided by the Interpretation Strategy. In terms of landscape character, Tavistock is included within the Tamar and Tavy Valleys zone to the west and the WHS forms a Landscape Policy Area (<i>Landscape Character Assessment</i>. DCC 2002, <i>Devon Structure Plan 2001-2016</i>, DCC 2004).</p>
(iv) Infrastructure	✓	<p>Tavistock possesses an existing comprehensive range of services and facilities that include the Tavistock museum, a tourist information centre,</p>

		<p>leisure centre, theatre and arts complex, and multiple café/restaurants and retail facilities.</p> <p>Each Key Centre should possess an appropriate, comprehensive range of ancillary services and facilities to a standard appropriate for a WHS. Good road access is required (over 90% of visitors arrive in Tavistock by car) together with good public transport links. Tavistock is served by bus routes and has the strong possibility of a renewed railway service (supported by Policy TR17 in the DCC Adopted Structure Plan <i>Devon to 2016</i>) alongside which will also be a recreational walking/cycling route access to the WHS. Links to major public access infrastructure such as multi-use trails are desirable and in this respect 2012 will see completion of the £6m + Tamar Valley Mining Heritage Project with nearly 60km of new trails, much along historic WHS transport networks. The National Cycle Network Route 27 (Devon Coast to Coast) runs N-S through Tavistock.</p>
(v) Authenticity and Integrity	✓	<p>Tavistock has a generally high level of authenticity and integrity. The town retains a substantial degree of its original diverse features – both directly and indirectly related to the ‘Cornish’ mining industry - from the WHS principal period of interest (1700-1914).</p> <p>Evidence of an extensive 19th century re-modelling and building programme, directly attributable to mining royalties applied by the Dukes of Bedford, remains with a generally high level of authenticity. The foundries have been adapted to alternative use, including housing, but still retain much authentic fabric and character. Most of this historic development remains and in terms of integrity is contained within an adequate WHS boundary (itself laying within the Conservation Area boundary; or will do through Boundary Review). The Tavistock Canal (providing a WHS Area link with the Tamar Valley) has exceptional integrity for a mineral canal of its period and conservation is sustained through continued use. The <i>Tavistock Conservation Area Character Appraisal</i> (West Devon Borough Council, 2008) and the <i>Tavistock Conservation Area Management Plan</i> (West Devon Borough Council, 2009) contain expansive coverage of extensive components that relate to a diverse range of WHS-related heritage features.</p>

(vi) Orientation	x✓	<p>Tavistock's strategic location is optimum in terms of WHS visitor orientation and management. There is no existing Key Centre in Tavistock but currently Tavistock Museum is the identified visitor attraction where the provision of WHS orientation is by film and Cornish Mining Attractions Marketing Association panel. The Museum, however, has access issues (seasonality and physical) that are, however, being addressed to a certain extent. The TVMHP will be installing orientation panels in the bus station and car parks in 2012.</p> <p>The Museum is seasonal (Easter-end October) and receives c 5,000 visitors per year, a small proportion of total Tavistock visits. There is a current accessibility issue (first floor reached by stairs) and limited WHS orientation material, but the situation is improving as the Museum enthusiastically embraces the WHS. The prospect of an Accredited Museum and a proximal 'visitor centre' facility acting in partnership is a good one. Each Key Centre should provide orientation that locates the site within the WHS and identifies principal Site-wide and Area-based WHS facilities.</p>
(vii) Signposting Facility	x	<p>There is currently limited signposting in Tavistock Museum.</p> <p>Each Key Centre should act as a signpost to the appropriate network of local interpretation facilities.</p>
(viii) WHS Significance	✓	<p>As a Key Centre, Tavistock would possess multiple significances, historical and contemporary, and multiple relevance to mining landscape components used within the nomination.</p> <p>The grand architecture of public buildings and spaces funded by Bedford mining revenue, the planned 'mining' settlement with its hundreds of Bedford Cottages, the town's unparalleled combination of three iron foundries in their urban context, and the WHS-designated Tavistock Canal that provides a connection to the Tamar Valley WHS combine to present multiple and major significances. See <i>Tavistock Conservation Area Character Appraisal</i> (West Devon Borough Council, 2008) and <i>Tavistock Conservation Area</i></p>

		<p><i>Management Plan</i> (West Devon Borough Council, 2009). In terms of multiple relevance to mining landscape components used within the nomination, Tavistock displays a different and widely appealing mix that is complementary to other Key Centres. The significance of Far-West and Mid-West Key Centres is linked to primary mine sites (the Mid-West to be networked with two supplementary sites, East Pool Mine and King Edward Mine), whilst the East-Central Key Centre at Morwellham Quay has a mine as its principal attraction, supplemented by the significance of a major WHS port, transport infrastructure and 'mining' village.</p>
(ix) Authentic Experience	✓	<p>Tavistock provides a highly authentic experience supported by multiple aboveground components.</p> <p>If Tavistock is designated in combination with the existing Key Centre at Morwellham Quay, complementary underground interpretive resources are provided at the latter.</p>
(x) Intellectual Access	x	<p>Tavistock, via the Museum, publications and the web, provides a certain degree of appropriate intellectual access, but there is little town information in DDA compliant and foreign language. General internet access for Tavistock also provides limited intellectual access concerning the WHS.</p> <p>Interpretation at Key Centres should provide intellectual access appropriate for the intended audiences, and available in DDA compliant formats and other languages as necessary. Interpretation tools and techniques that enable people to experience mining heritage without physical access to sites, e.g. via the internet or publications, should also be employed where appropriate.</p>
(xi) Physical Access	✓x	<p>Tavistock, in general, is reasonable in terms of physical access though the Museum has restricted access with the 1st floor accessible by stairs. The addition of Court Gate, with new less-abled friendly level access off Guildhall Square is positive progress.</p> <p>Key Centres should have access policies, be DDA compliant and/or be audited for access,</p>

		with access plans that will deliver DDA compliance.
(xii) Interpretation Planning	✓x	<p>Tavistock has commenced interpretation strategies and plans.</p> <p>Key Centres should have interpretation strategies and plans in place that are consistent with the Cornish Mining WHS Interpretation Strategy.</p>
(xiii) Targeted Interpretation	✓x	<p>Interpretation at the Museum and in the town (planned to be implemented by the TVMHP in 2012) is focussed on the needs of the actual and well-represented users and the target audiences as identified in the Marketing Strategy. However, it currently does not attract significant existing educational audiences nor has the capacity (including physical space and staff/skills resources) for growth in this market.</p>
(xiv) Interpretive Scope	x	<p>Currently Tavistock's interpretation extends very little beyond interpretation of the Town and Canal. Recent improvements at the Museum have been made in this direction and links with the Tamar Valley will be enhanced by the implementation of TVMHP interpretation in 2012.</p> <p>Key Centre interpretation should reveal the WHS site-wide significances, and those of the Area or WHS sub-region, whilst preserving and enhancing the cultural distinctiveness of the site itself. Each of the Key Centres should reflect their different and distinctive strengths.</p>
(xv) Layered Interpretation	x	<p>There being no existing Key Centre in Tavistock, layered interpretation is little in evidence, except in certain publications.</p> <p>Key Centres should present a hierarchy of interpretation that begins in essence with the overarching master interpretive theme. Its two main strands of industrial history and surviving cultural landscape should then be reflected within the principal main themes as derived from the justification for inscription. The third and fourth tiers, often the most expansive, then deal with Area-themes and site-specific interpretation.</p>

How can a Tavistock Key Centre assist in contributing to the Cornish Mining WHS Management Plan?

Cornish Mining WHS Management Plan	Tavistock Key Centre supportive?	Comment
<p>Mission principles, in particular equality and sustainability</p>	<p>✓</p>	<p>The addition of Tavistock as a Key Centre would greatly assist WHS Mission principles.</p> <p>Concerning “promoting <i>equality</i> of opportunity to access and enjoyment” (Cornish Mining WHS Management Plan, Cornwall County Council, 2005), a current issue at the Morwellham Key Centre, concerning both community and visitors, is that access to any facilities incurs a site access charge (including on foot), whereas a new facility in Tavistock is likely to include a free element of WHS orientation and interpretation. This enhances social inclusion and increases exposure of the WHS to greater numbers of visitors who are potentially unaware of the WHS.</p> <p>Concerning “promoting a <i>sustainable</i> approach that integrates conservation with regeneration, and the needs of communities with visitors”. (Cornish Mining WHS Management Plan, Cornwall County Council, 2005), the sustainability of a potential WHS Key Centre ‘partnership’ in respect of Tavistock has a high chance of success given potential key players. <i>Tavistock Town Council Strategic Plan 2010-2015</i>, economy objective Ec8, states “Support the concept of Tavistock being the gateway to Cornwall and West Devon mining World Heritage sites...Endorse and support plans to build visitor centres and interpretation centres to attract visitors.” The Town Council “Act in partnership with West Devon Borough Council and Devon County Council.” 61% of Tavistock Town Council’s financial assistance for local community groups is budgeted each year as a minimum award for Tavistock Museum (rent and utilities) and the Council additionally makes “...officer time available for project work.” And provides councillors at trustees. (<i>Tavistock Town Council Strategic Plan 2010-2015</i>). The Tamar Valley Mining Heritage Project provided for the relocation of the TIC into the Court Gate unit for which Tavistock Town Council provides rental subsidy. The TIC performs certain WHS-related functions.</p>

		Comment
Cornish Mining WHS Marketing Strategy aims		
To increase physical and intellectual access to mining heritage	✓	A Tavistock Key Centre would introduce considerable numbers of visitors/tourists/students to the diverse mining heritage of the WHS, and be complementary to the Key Centre at Morwellham, which is fee charging.
To promote the social, cultural and scientific, aspects of mining heritage	✓	A Tavistock Key Centre would readily introduce and promote wide-ranging cultural and scientific aspects of the mining heritage that are complementary to, and less-well represented at, other Key Centres.
To ensure a co-ordinated approach to interpretation	✓	<p>There are a number of potential stakeholders that could support Key Centre activity in Tavistock, ensuring a co-ordinated approach to dispersed WHS interpretation in Tavistock and the Tamar Valley, and Areas 9 and 8 to the west.</p> <p>The conclusions from the Key Centre Options appraisal in 2007 in respect of Heartlands set a precedent for a Key Centre involving more than one organisation in an informal partnership arrangement. The same can be applied to Tavistock though a single accountable body is essential for effective monitoring and maintenance of Key Centre standards and for liaison with the WH Partnership and Office.</p>
To enhance the experience and realise the appeal of the Cornish mining heritage	✓	A key Centre in Tavistock would considerably enhance the Tavistock WHS experience and, particularly if operated with the Tamar Valley, expand the appeal of the Cornish mining heritage across a diverse range of landscape components.
Marketing Strategy principles		
Preserve authenticity and distinctiveness	✓	A Key Centre in Tavistock would raise awareness of WHS mining heritage, particularly in Tavistock, West Devon and the Tamar Valley. This is likely to

		<p>indirectly assist in the preservation of authenticity and distinctiveness.</p> <p>This is aligned with Tavistock’s community aspirations, outlined as part of essential environmental priorities by Tavistock Town Council as one of four strategic priorities – “...ensure that any aspect of economic development is sympathetic and appropriate as Tavistock has a strong identity and character due to its rich natural and built heritage, which also includes its many public open spaces. The Town Council works hard to make certain that this heritage is protected and enhanced for present and future generations.” (<i>Tavistock Town Council Strategic Plan 2010-2015</i>).</p>
To encourage the sustainable development of tourism	✓	<p>A key Centre in Tavistock would assist in the encouragement of sustainable tourism, as sustainability is at the core of the WHS mission.</p> <p>Sustainable tourism development is aligned with Tavistock’s community aspirations, outlined as part of essential economic development by Tavistock Town Council as one of four strategic priorities – “The Town Council want to encourage and ensure the sustained growth... (as a popular tourist destination) ... so that future prosperity is assured.” (<i>Tavistock Town Council Strategic Plan 2010-2015</i>). This is further supported by West Devon Borough Council and highlighted in their <i>Core Strategy</i> (adopted April 2011) and <i>Connect Strategy 2011-2015</i>.</p>
To widen the appeal of the mining heritage	✓	<p>A key Centre in Tavistock would assist in widening the appeal of the mining heritage by raising awareness of its direct links with Tavistock and beyond.</p>
To ensure equality of access	✓	<p>A Key Centre in Tavistock is likely to comprise free WHS orientation and interpretation. This enhances social inclusion and increases exposure of the WHS to greater numbers of visitors who are potentially unaware of the WHS. This would be a desirable supplement to Morwellham Quay as a Key Centre, which is fee charging.</p> <p>... “promoting <i>equality</i> of opportunity to access and enjoyment” (Cornish Mining WHS Management Plan, Cornwall County Council, 2005),</p>

<p>To seek increased economic benefit from visitors</p>	<p>✓</p>	<p>A Key Centre in Tavistock is likely to assist in increasing economic benefit from visitors, particularly those are interested in cultural heritage and who stay longer and spend more.</p> <p>This is aligned with Tavistock Town Council’s economy objective Ec1 which states “Encourage tourism and leisure to maximise employment opportunities in the Town. Continue to budget for coach driver incentives and town advertising.” (<i>Tavistock Town Council Strategic Plan 2010-2015</i>). This is further supported by West Devon Borough Council and highlighted in their <i>Core Strategy</i> (adopted April 2011) and <i>Connect Strategy 2011-2015</i>. “Shearing’s Holidays alone bring an average of 17 coaches to Tavistock per week throughout the year which equates to 629 coach visitors per week and 32,708 per year.” (HDC Consulting, 2008). “Anecdotally, it appears that coach operators do not drop or pick up passengers in the car park. For coach passengers, being dropped at the Bedford Hotel opposite Bedford Square gives an immediate cue to location of the Town Centre.” (<i>Feasibility Study New Visitor Orientation Centre, Tavistock</i>. Studio Winter, 2009). Coach operators and drivers said in a survey when asked where a visitor centre should be located “...around 60% saying in and around Bedford Square...The majority of those questioned suggested that a new visitor centre should be integrated with a TIC...” (HDC Consulting, 2008); Tavistock Tourist Information Centre (TIC), alone, received 30,868 visitors in 2010 (WDBC Tourism Manager).</p>
<p>The principle of sustainability will require that the Key Centres have a capacity to serve substantially increased visitor numbers without detriment to the authenticity or conservation of the individual attraction</p>	<p>?</p> <p>Dependent upon site, though the dispersed nature of several ‘sites’ provides adequate foreseeable carrying</p>	<p>In order to provide a Key Centre in Tavistock the size of the facility should be appropriate to projected visitor numbers and its location should be central to Tavistock, close to bus, coach and car parking facilities.</p> <p>This is aligned with Tavistock Town Council’s economy objective Ec5 which states “Manage Bedford Square on behalf of DCC to maximise its attraction as the Town’s centrepiece. Work with DCC (as Square owners) to fill the area with visitor attractions in accordance with the agreed regulations.” Additionally Environment objective En 3 states “Support the taking of the Guildhall into trust ownership and its sympathetic development...put to uses commensurate with their profile.” (<i>Tavistock Town Council Strategic Plan 2010-2015</i>).</p>

itself or the wider WHS area within which it sits	capacity	<p>West Devon Borough Council recognises and supports capitalisation on the tourism potential of Tavistock and the rural parts of the Borough. The World Heritage (and AONB) designations are highlighted in the West Devon Borough Council <i>Core Strategy</i> (adopted April 2011) and <i>Connect Strategy 2011-2015</i>.</p> <p>Its Tavistock and Southern Area Development Plan Document (DPD), covering Tavistock and also the parishes of Bere Ferrers and Gulworthy in the WHS (included in the Market Town Area), "...build on Tavistock's functional role as a main town and its links with the surrounding rural communities including the following issues: ... World Heritage Site." The South and South-West of Tavistock Masterplan Supplementary Planning Document (spd) includes within its subject and scope "Respect and sensitivity to the surrounding environment and the designations including DNP, AONB and WHS. (WDBC <i>Local Development Framework Local Development Scheme</i>, July 2010).</p>
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2. What are the gaps in existing facilities?

There is no current Key Centre in Tavistock, the designated East-Central Zone being covered by Morwellham Quay and the approved WHS/CMAMA visitor attraction in Tavistock being Tavistock Museum.

With reference to the Key Centre criteria chart in section 1, current gaps or weak positions are listed against the following criteria:

(vi) Orientation (vii) Signposting Facility (x) Intellectual Access (xi) Physical Access (xii) Interpretation Planning (xiii) Targeted Interpretation (xiv) Interpretive Scope (xv) Layered Interpretation

3. What gaps will be filled if planned developments are implemented?

Planned developments currently include (A) the TVMHP and (B) Museum developments:

(A) The TVMHP will assist with:

(vi) Orientation at the bus station and in car parks, plus WH Gateway signs at the principal road routes into the town.

(x) Intellectual Access via town leaflet (in multiple foreign languages) and intellectual/remote access via new web pages that cover Tavistock and its WHS context.

(xii) Interpretation Planning, particularly Tavistock's connection with Devon Great Consols, Morwellham and the wider mining heritage.

(xiii) Targeted Interpretation, especially re (xii) above, though this does not, as yet, address the educational audience in Tavistock, which remains largely un-catered for.

(xv) Layered Interpretation

This leaves the following unaddressed by the TVMHP:

(vii) Signposting Facility

(xi) Physical Access

(xiv) Interpretive Scope

(B) Museum development will assist with:

(vi) Orientation and (xi) Physical Access. "The Trust is also giving consideration to better museum accessibility and in particular directional pedestrian signage to the museum from the Bedford car park and from the Bus Station." (Roderick Martin, Museum

Secretary to the Trustees, 02/12/11)

4. Recommendations for additional action needed in order to meet the criteria (that current facilities or development plans do not deliver).

The principal action needed is to secure appropriate and sustainable Key Centre ‘accommodation’ that is presently absent from the mix and that that can supplement the Tavistock Museum, but with better access and capacity, hosting an educational programme (centred on Tavistock and its Canal, combined with utilising the mining landscape at Devon Great Consols via the planned Bedford Centre) perhaps with shared TIC and other sustainable functions. Combined educational visits with Morwellham is also a possibility though will be perhaps unaffordable for many schools.

With suitable Key Centre ‘accommodation’, the following deficiencies – (vii) Signposting facility, (xi) Physical access and (xiv) Interpretive scope can be addressed given appropriate space. It would be sensible for this accommodation to be in or around Bedford Square, taking into account research findings: “For coach passengers, being dropped at the Bedford Hotel opposite Bedford Square gives an immediate cue to location of the Town Centre.” (*Feasibility Study New Visitor Orientation Centre, Tavistock*. Studio Winter, 2009). Coach operators and drivers said in a survey when asked where a visitor centre should be located “...around 60% saying in and around Bedford Square...The majority of those questioned suggested that a new visitor centre should be integrated with a TIC...” (HDC Consulting, 2008).

The dispersed model of Tavistock as a Key Centre, where each element is integral to the whole, currently highlights appropriate ‘accommodation’ that is presently absent from the mix. From the points of view of significance, sustainability, current information and known opportunities, a ‘facility’ within the Guildhall complex, currently acquired by the Devon Historic Buildings Trust, could be considered to fulfil the findings that point to its “optimum location in or around Bedford Square.” See

9.3 Option 3 – ‘Heritage Gateway’ Devon Historic Buildings Trust. *Tavistock Guildhall and Police Station. AHF Options Appraisal Report.* Gillespie Yunnie Architects, October 2011.

In addition to physical space, however, addressing the need to provide educational services will require access to specialist personnel with the skills and capacity to work with a range of learning audiences. Any partnership created to deliver Key Centre functions for Tavistock will need to include organisations that can contribute to this service provision.



5. Ownership and management interest partnership activity to achieve an integrated service delivery.

The creation and operation of a Key Centre in Tavistock requires very careful consideration. It is unadvisable for it to be a standalone facility that is unsupported by other sustainable and viable activity. Partnership activity is therefore recommended in order to achieve an integrated service delivery. The delivery 'partnership' should logically include organisations that are already delivering visitor and educational/interpretive services in Tavistock, or its vicinity, including the Tamar Valley and Dartmoor. Organisations that either do this, and/or might be considered in support, include the National Trust, Morwellham Quay, Dartmoor National Park, Tamar Valley AONB, Tavistock Museum, Tavistock Local History Society, West Devon Borough Council, Devon County Council, Tavistock Town Council, Dartmoor Outdoors Company, World Heritage Site Office (Cornwall Council), and others. The integration of the TIC should be considered as mutually beneficial. However, integrated service delivery needs to be coordinated and any partnership of relevant parties should be formalised. A single accountable body needs to be responsible for monitoring and maintaining Key Centre criteria and the high standards of sites and the visitor/educational experience that is essential for all Key centres as flagships of WH best practice. Liaison with, and support from, the Cornish Mining World Heritage Partnership and Office would then align with that of other Key Centres where there is a single accountable body with a single principal point of contact.

6. Conclusion and key issues for discussion by local interested parties to address identified needs

This brief assessment concludes in support of the concept of Tavistock as a Key Centre serving the Cornwall and West Devon Mining Landscape World Heritage Site.

Key issues for discussion:

- Determine interest and support from local parties for a Tavistock WHS Key Centre
- Consider the formation of a Tavistock Key Centre 'Partnership'
- Consider the feasibility of appropriate Key Centre 'accommodation' in or around Bedford Square
- Determine ways to meet deficiencies as outlined in this assessment
- Assess the WHS educational potential for Tavistock; and for its combination with the Tamar Valley e.g. Tavistock Canal, the planned Bedford Centre, Devon Great Consols trails, the Tamar Valley Centre etc
- Develop an educational programme for Tavistock, together with an accompanying marketing plan