



BUSINESS PLAN CONSULTANCY SERVICES

Tavistock Town Council

Tavistock Guildhall Gateway Centre

Consultancy Services to Support a Stage 2 (Development Stage) submission for funding to the Heritage Lottery Fund

1. Introduction

- Tavistock Council has been successful with its Round 1 submission to the Heritage Lottery Fund (HLF) in connection with the provision of a Guildhall Gateway Centre which was supported by a range of local stakeholders including, in particular, the Townscape Heritage Partnership - now Tavistock Heritage which is delivery partner for the WHS Gateway Centre.
- The Council has previously been successful in a bid to HLF for a Townscape Heritage Initiative Scheme which is presently under way.
- Within the Round 1 Gateway Centre bid the Council proposed to appoint consultants to lead various aspects of the Round 2 bid process and sufficient funds have been set aside within the development phase for this purpose. This includes up to £8,000 to deliver the Business Plan

The Council now wishes to appoint this consultancy at the earliest opportunity.

2. Background

- Tavistock Town Council acquired the former Magistrates Court and Police Station in 2014 (the Guildhall Complex) from the Devon Historic Buildings Trust. The building sits within:
 - a Conservation Area which was initially designated in 1972, extended in 1995 and then again in 2009 following the publication and adoption by both the Town and Borough Council of the Conservation Area Appraisal.
 - part of the Cornwall and West Devon Mining Landscape World Heritage Site (WHS).

- Tavistock retains a townscape of great interest because of its spacious streets, attractive town centre squares and prestigious 19th century buildings, many of which were built out of the greeny - grey Hurdwick Stone, which was quarried locally. The significance of the Guildhall complex, in addition to its imposing architecture and links to the ancient Tavistock Abbey, include its construction as England's first purpose built court and police station. It is grade 2* listed.
- With the support of the Heritage Lottery Fund the Town Council proposes to repair and restore the premises and bring them back into active use as a combined facility working with Tavistock Heritage providing a 'gateway' centre for information and learning about the Mining WHS combined with council offices and a hub for access to community services – restoring this iconic building to its historic place at the heart of community and civic life.
- Full details are attached in the documents referred to below.

3. Scope of the Project

- The core documents supporting the project are available at www.tavistock.gov.uk . In particular 'Tavistock World Heritage Site Gateway Centre: Heritage Interpretation' and Tavistock Guildhall & Police Station Heritage Gateway Centre HLF Stage 1 Bid Summary'. These set out the main components of the proposals in relation to the consultancy services sought and provide the key related outputs. In addition there are details of the other consultancy services sought.
- The intention is to move towards the appointment of the various consultants at the earliest opportunity in order to support delivery of the Round 2 bid process.

4. Requirements of the Commission

The work of the consultancy services sought is set out in more detail in the appended service brief which should be read in conjunction with the Round 1 bid documents. All consultants working on the project are expected, inter alia, to work closely with one another and, in particular, the Development Phase Co-Ordinator.

Other partners with whom engagement might be required include, but are not limited to:

- Tavistock Town Council
- Tavistock Heritage
- West Devon Borough Council
- Devon County Council
- Tavistock and District Historical Society
- Tavistock Museum
- Tavistock and District Chamber of Commerce
- Tavistock Forward
- TaVi Network

- Tavistock BID Co
- The World Heritage Site Partnership
- The Devon Historic Buildings Trust
- English Heritage
- Local Schools and the Learning community.

The Business Plan Consultant will, in particular, be required to work closely with the other consultants working on the project (across capital and activity strands), Tavistock Town Council and Tavistock Heritage in formulating a robust and coordinated business plan for the project.

It is therefore necessary that consultants who are appointed are able to dedicate sufficient resource, working with local partners and building relationships, to be able to deliver the outputs appropriate to the brief. This will include attendance at meetings to report on progress from time to time. The project communications organogram should be referred to for guidance.

5. Instructions to tenderers

The Client will be the Town Clerk of Tavistock Town Council.

Consultants are invited to tender for the commission by way of submitting a fixed fee proposal for the production of the required work.

The Council will proceed with the approach that offers best value. This means the lowest fee bid may not necessarily be successful as due regard will be given, alongside price to the quality of the tender, value for money, skills and experience/understanding of the brief and the proposed method for undertaking the work.

We shall be applying scoring criteria to assess tenders with up to 40% for price and 50% quality/experience/methodology and 10% for added value.

In the event that interviews are held these will be assessed separately.

It should be noted that some aspects of the consultancy work are expected to require significant consultation and engagement.

The fixed fee bid should include all disbursements and expenses. Details are required of the daily rates of staff, proposed allocation of project staff days, and the allowances for expenses and all other anticipated disbursements. The consultant should also provide details of hourly rates for the supply of any additional or subsequent services to the initial commission.

The tender shall include details of the experience and qualifications of the consultant team member(s), including any sub-consultants or agencies that may be employed by the main consultant. A lead consultant contact must be clearly identified. It should also be noted that the lead consultant will not be allowed to sub-contract the whole or the majority of the commission without prior written consent. An undertaking shall be given

that the person/team allocated to the scheme shall remain constant, as far as is reasonably practical. A frequent turnover of staff involved with the scheme will not be acceptable.

Evidence should be provided to indicate the skills that will be available and exercised by the consultant in the execution of the commission and, in particular, evidence of the delivery of similar project outputs and sector knowledge previously.

An outline methodology should be included.

Experience and knowledge of the preparation of Heritage Lottery Fund bids or equivalent is essential and should be demonstrated.

Consultants should describe in their tenders the approach that is to be adopted in the execution of the commission including liaison with the client to report on progress. A clear specification should be provided for any information that may be required from the client in order to undertake the commission.

On conclusion of the commission the successful consultant shall submit 4 colour copies of any study documents, along with an electronic copy in a format agreed with the client.

6. Programme

It is anticipated that the development stage will run for a period of approximately 9 - 12 months and an indicative programme for the appointment and completion is:

Invitation to tender	25 th January, 2016
Tender submission	4.00pm, Thursday 18 th February, 2016
Interviews (if invited/required)	to be arranged if/as necessary
Appointment of consultant	Week commencing 29 th February, 2016
Inception meeting	Week commencing 7 th March, 2016
Duration of contract	The Round 2 bid is scheduled for submission in November, 2016 with a mid-point review in July. This programme is indicative and may be subject to change.

7. Selection of Consultant

Two copies of a written tender submission should be sent in a sealed envelope marked "**TENDER (CONSULTANCY SERVICES) – TO BE OPENED BY THE ADDRESSEE ONLY**" to the following address by **no later than 16.00hrs on 18th FEBRUARY, 2016.**

The Town Clerk
Tavistock Town Council
Drake Road
Tavistock
PL19 0AU

Together with an electronic version to carl.hearn@tavistock.gov.uk by the same time and date.

8. Fee

For guidance, the budget for the commission is as listed above. This sum is inclusive of all disbursements and expenses, but excludes VAT. Fees and expenses will be paid in stages, to be agreed between the Client and the appointed Consultant(s).

9. Appointment

The appointment will be made by exchange of correspondence and shall be based on the Brief and the Consultant's response to the Brief.

The Client may terminate the appointment at any time on payment of all the fees and expenses at the time of termination.

All research papers, reports and illustrative materials will be passed to the Client, together with copyright on all documents and illustrations. The Consultant will be allowed to reproduce this material for reference purposes only.

It will be a condition of the appointment that the Consultant will hold the Client indemnified against any claims arising from the commission whether by neglect or otherwise, and that the Consultant should hold full Professional Indemnity Insurance. The tender submission should evidence such insurance.

For clarity the contract relates solely to work accompanying the development phase of the HLF programme. Consequently where briefs refer to the delivery stage this information is included for information only.

10. Contact details

For further information during the tender period please contact:

Carl Hearn
Town Clerk
Tavistock Town Council
Drake Road
Tavistock
PL19 0AU

01822 613529
carl.hearn@tavistock.gov.uk

11. Appendices

The following document is enclosed – Business Plan Consultancy Brief.



BUSINESS PLAN CONSULTANCY SERVICES BRIEF

The Brief

The key aim for the business plan service consultancy is to develop, design and deliver a high quality business plan for the Tavistock Guildhall Gateway Centre that will fully comply with current Heritage Lottery Fund Guidelines and provide a sustainable basis for future use.

Scope

In addition to the foregoing the business plan should:

- Provide a robust basis for the delivery stage and beyond to realise the proposal set out in the Stage 1 application
- Clearly demonstrate
 - The benefits associated with the project for people, community, stakeholders, the World Heritage Site and operator
 - the relationship between the project and the role of the Town Council as major landowner, custodian of public buildings, community leader and enabler;
 - the potential role of Tavistock Heritage as delivery partner.
- Co-ordinate and contextualise the outputs from the other consultancy services;
- Show the financial and operational sustainability of the proposal;
- Ensure compliance with funder requirements;
- Identify risks and opportunities.

Specification

It will be the role of the business plan consultant to produce the business plan working closely with the Development Phase Co-Ordinator, capital design, activity, exhibition and learning design teams, the landlord, Tavistock Heritage and other key stakeholders to meet the development and delivery programme of the project and the requirements of the Heritage Lottery Fund.

Development Phase

The consultant will be required in the development phase to produce a business plan to deliver the arrangements set out in the stage 1 application, meeting the requirements outlined above and including, inter alia,

- Consult with key client representatives and their consultants during the course of the work to ensure consistency and compliance across all aspects of the emerging proposals

- Prepare and circulate draft and final versions of the business plan for review and comment
- Identification of the opportunity presented by the scheme
- The nature of the sponsoring body and its capacity to deliver
- Identification of how the scheme can be delivered to complement both the World Heritage Site and existing heritage visitor offers
- Clarity between what work has been carried out to date and what is proposed under the scheme
- How the project itself will be delivered
- Demonstration of the sustainability of the proposal beyond completion of works
- Incorporation (and analysis where necessary) and co-ordination of the key outcomes of the various other plans, proposals and strategies into a robust co-ordinated business case for action
- Financial – preparation of a financial business model including
 - A cash flow for the project
 - Income and spending forecasts for 5 years following completion of the project
 - An assessment of the overall costs/benefits associated with the project including related savings and efficiencies
 - Working with the design team, a spread sheet detailing the cost breakdown
- Demonstrate the compliance of the scheme with funder requirements
- An assessment of strengths weaknesses, opportunities and threats
- A project delivery timetable including key milestones and dependencies
- A project risk register.

