

**MINUTES**

of the Meeting of the **TAVISTOCK GUILDHALL GATEWAY CENTRE PROJECT STEERING GROUP** held at the Council Chamber, Drake Road, Tavistock on **TUESDAY 15<sup>th</sup> May, 2018 at 10am.**

**PRESENT**

I Penrose (Tavistock Heritage Trust (THT)), P Ward (Tavistock Town Council (TTC) ), C Hearn (Project Lead/Chairman), W Southall Deputy Project Lead

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**1. APOLOGIES FOR ABSENCE**

An apology for absence had been received from A Main (THT) and the Conservation Officer (G Lawrence).

**2. NOTES OF PREVIOUS MEETING**

There were no notes to be considered, this being the first Meeting of the Group.

**3. PERMISSION TO START**

The Meeting noted and welcomed that both Tavistock Town Council and Tavistock Heritage Trust (THT) had accepted the offer of grant from Heritage Lottery Fund (HLF).

The next steps were to agree the final terms of the Agreement as between the parties (Lease and Service Level Agreement) in order that the Permission to Start submission could be progressed. The Agreement would be worked up into final form as soon as THT had Solicitors in place and the Group was advised a preferred legal provider had been identified by THT.

With regard to the Permission to Start information, the consensus was that the start date for the delivery stage should be moved forward to 1<sup>st</sup> July, 2018 on the Project Programme. However, it was noted that, in particular, a change of start date might impact upon the timing and delivery of the Schools' Programmes (Activity Plan Delivery) which was timed to coincide with the academic year. Consequently it might be required to slip by anything up to 12 months. It was not considered that there would be an adverse impact upon the construction period which, at 44 weeks, was broadly considered to be still achievable. It was noted that the extended timeline for delivery of exhibition design/story line, etc., had the facility to be reduced as/if required.

With regard to project delivery cash flow and delivery phase capital projections, it was the consensus that the existing projections be retained but subject to a formal review when the Project Manager appointment had been made.

**AGREED THAT** at the Monitor Meeting on 17<sup>th</sup> May, HLF be requested to agree the amendment of the start date for the delivery phase (Project Programme refers) to 1<sup>st</sup> July.

#### **4. APPOINTMENTS**

There was consensus that the Project Manager (Project Delivery Co-Ordinator) role represented the key first appointment once the Permission to Start had been granted. There was wide ranging discussion regarding procurement and it was noted, in particular, that at the development stage a competitive process had been undertaken in respect of certain of the roles of existing advisors, such as Business Plan, Activity, Learning and Interpretation. However, these appointments were specific to the development stage<sup>1</sup>.

Given the challenges which had been associated with the development of the project, and the particular requirements in terms of supporting and developing (in particular, the non capital) aspects of it, it was:

**AGREED THAT** at the Monitor Meeting on 17<sup>th</sup> May, HLF be requested to consider agreeing that, in the first instance, offers of services for the role of Project Manager be sought on a ring fenced basis from those consultants previously engaged at the delivery stage for similar services – ie Carrie Blogg (Bus Plan), Barry Gamble (Activity/Learning/ Interpretation) and Trevor Humphreys (Dvlp't Phase Co-Ordinator).

#### Noted That

- if agreed, and a satisfactory submission were to be received, this would provide continuity of approach and best place the project for successful delivery;
- the significance of the appointment of the THT Development Officer was also referenced.

#### **5. MATCH FUNDING**

Reference was made to the work undertaken by Caroline Taylor, which sought to put in place arrangements for THT to assist with the procurement of up to £60,000 grant funding to support the capital side of the Scheme.

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<sup>1</sup> Note the Design Team was appointed for both development and delivery so will be re-let to Gillespie Yunnie in due course.

This was especially important because that budget head within the bid, although underwritten by the Town Council, was not presently funded. It would also demonstrate the contribution of both the Trust and other funders to the overall scheme. THT would review how best to progress applications.

## **6. OTHER MATTERS**

The status of the steering group was clarified. In accordance with the local government legal framework, and consistent with the approach on the THI, decisions were technically discharged under delegated authority by the Project Leader in consultation with the group. Wherever possible consensus would be sought. Major matters such as works contracts would be subject to Council decision. It was anticipated both Trust and Council would be represented on one another's staffing appointments panels.

Reference was made to the importance of maintaining accurate records of volunteer time.

The next Meeting would consider, inter alia, the outcome of the Monitor meeting, progress against the Lease/Service Level Agreement, arrangements for grants to meet the funding shortfall and next steps with regard to for procurement of the Project Manager and be held at **2pm on 24<sup>th</sup> May, 2018.**

With regard to THT representation on the Steering Group – in the bid to HLF this had been set as the Chairman. However, THT were requesting this be varied to the Vice-Chairman – Ian Penrose in view of the Chairman's other commitments.

**AGREED THAT** at the Monitor Meeting on 17<sup>th</sup> May, HLF be requested to agree the change of representation.

**MINUTES** of the Meeting of the **TAVISTOCK GUILDHALL GATEWAY CENTRE PROJECT STEERING GROUP** held at the Council Chamber, Drake Road, Tavistock on **THURSDAY, 24<sup>TH</sup> MAY, 2018 at 2PM.**

**PRESENT** A Main (Tavistock Heritage Trust (THT)), P Ward (Tavistock Town Council (TTC)), C Hearn (Project Lead/Chairman), W Southall (Deputy Project Lead)

**ADVISORS/  
OBSERVERS**

I Penrose (THT – Observer)

**1. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**2. NOTES OF PREVIOUS MEETING**

There were no matters arising beyond those otherwise listed on the Agenda.

**3. KEY MATTERS ARISING FROM THE MONITOR MEETING**

The Steering Group reviewed and considered the following areas of Project dependency identified previously (Monitor Meet and Para 6 Last Meeting Notes refer):-

a) Progress against Completion/Agreement of the Lease/Service Level Agreements:

THT advised that solicitors had been appointed in order to expedite the matter, the Steering Group welcomed the appointment.

b) Planning/Consents:

It was reported that the Conservation Officer had indicated that a further Full Planning Application was needed. However he had confirmed that, as only one access was involved, he was satisfied with the Application in principle, subject to caveats regarding the scale/potential for floor alterations (and whether or not this might need Historic England input).

The Deputy Project Lead was writing to the Council's Architect to put together information in order that a request could be made to HLF to establish whether or not, in the circumstances, absence of a new Planning Permission would be prejudicial to the Grant of Permission to Start.

In addition to the foregoing there was discussion regarding the Guildhall Car Park (which fell to be considered as part of the THI

Public Realm Scheme) which was now anticipated to be likely to be undertaken in early 2020. The Deputy Project Lead anticipated that a Tender would be issued for Capital Works not later than October 2018. He was in the process of reviewing the M&E Study and Underground Services surveys.

Following Permission to Start (and the appointment of the Project Manager), procurement of QS services would be undertaken.

c) Capital Build Match Funding:

Discussion took place regarding the £60,250.00 Match Funding included in the Bid (which was not presently funded as part of the Project). This represented a key strand of work which THT were undertaking and the critical time frame to commencement of the capital programme was referenced. In order to assist, the Project Lead undertook to liaise with Caroline Taylor regarding the Funding Proposals she had originally developed in 2016 to see how/if these could be applied within the time available towards supporting a THT Fundraising Team to put together bids for funding to meet the capital shortfall.

d) Project Manager Appointment:

The importance of making early progress with the appointment of the Project Manager (subject to Permission to Start) was noted, and the indication by HLF that appointment could be made on a ring-fenced basis as services were in effect 'pre-tendered' was welcomed. The potential of distinguishing some capital/design elements of the Project Manager role as currently configured so as to be incorporated with quantity surveying services was endorsed.

#### **4. SCHEME PROGRESS – PROJECT PROGRAMME**

The importance of reviewing the Scheme Project Programme once a Project Manager was in place and securing Permission to Start was stressed.

#### **5. URGENT MATTERS**

The Chairman agreed to take the following matters as items of urgency:-

a) Development Officer Role:

THT wished to progress the Development Officer role upon the basis of a 3-month contract for delivery of a Visitor Information Centre, followed by an option to extend for up to an additional 21 months for delivery of the wider Project output for delivery of the Outcomes listed in the Bid. It was agreed that, if they wished to do so, a

Business Case should be prepared outlining how the proposed altered arrangements would work.

b) THI Scheme – Complementary Initiatives:

Representatives of the Trust made reference to initiatives it was looking at which might have the potential to be linked into Complementary Initiatives for the THI. The Steering Group welcomed any possibility to integrate both the work of the two Schemes and promote THT in the wider Heritage community. THT were in the process of seeking to identify a volunteer lead to coordinate voluntary resource efforts.

**6. DATE OF NEXT MEETING**

It was agreed that the next meeting be arranged as soon as possible after the parties had had opportunity to consider the next iteration of the Lease and Service Level Agreement.

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