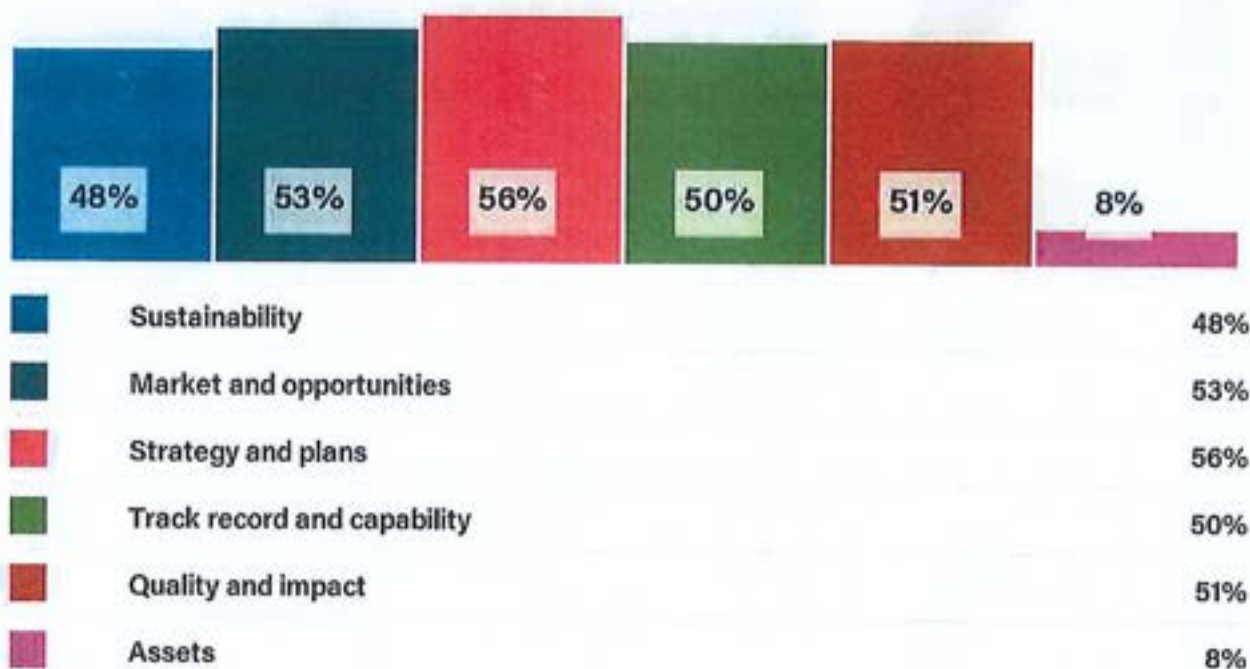


Resilient Heritage Strength Checker Report

Organisation name: **Tavistock Heritage Trust**
Assessment completed by: **Susan Spackman**

Strength Checker Summary - your 6 key areas



45%
OVERALL SCORE

Further details are provided below on your 6 key areas.



Sustainability

Organisations who are sustainable can demonstrate effective leadership and financial management and the ability to change, adapt and reach to funding and market opportunities.

The score indicates some potentially significant sustainability issues. You should identify the key areas to improve and a plan to implement this. This may require external support.



Market and opportunities

It is really important that the audience and market potential are clearly understood and the opportunity and objectives genuinely achievable.

The market, opportunities and target audiences seem unclear and therefore it is an important area to focus on and look at opportunities to strengthen.



Strategy and plans

Having up to date, realistic and relevant strategic plans are vital. Such plans include overall direction and objectives for the organisation and how these will be met.

There are a few areas where the strategy and plans of the organisation could be updated and strengthened and hence an important area to review.



Track record and capability

This is about the performance of the organisation up to the present and its capability and readiness for the challenges ahead including its effectiveness in delivering services and in managing within its financial constraints.

This indicates some key weaknesses in your track record and some areas to improve for the future. Even recent improvements can help your track record significantly so can often be addressed quickly.



Quality and impact

This covers both the quality of services provided and the impact of the organisation to its audience, in its community and/or its customers.

The answers indicate a need to look at plans and opportunities to improve the strength of the organisation with regards to quality, impact and stakeholder relationships.



Assets

This shows the organisation's experience and strength in the ownership and management of both heritage and non-heritage assets. Such assets may include land and buildings, collections, parks and other fixed assets.

The answers indicate a need to strengthen expertise and capacity for asset acquisition, development, management and/or restoration. An action plan should be developed.

Organisation sustainability - strengths and areas for development

Below shows how the organisation compares with 15 key sustainability indicators. These provide a different and slightly more focused way of understanding your current situation, and are intended to complement the 6 key areas shown above.

Where a green is indicated, this is a key strength, whilst an amber or red show a key area to improve and may form part of a plan for what you need to change.

The percentages (above or below) are to give you feedback on your overall strengths.

1	The organisation manages its costs within its means	51%	
2	Income is stable or growing	45%	
3	Short term income is secure	47%	
4	Financial systems are delivering good quality financial information for board and management	74%	
5	There is over reliance on one or two people	60%	
6	Board is effective and strong leadership in place	75%	
7	Appropriate skills in the organisation for the business activities, heritage needs, services and managing assets	45%	
8	The organisation has sufficient liquidity	43%	
9	The organisation has sufficient and stable levels of useable reserves	45%	

10	There is a clear and viable offer to the organisation's audience, customers and stakeholders	56%	
11	Levels of borrowings and debt are affordable and sustainable	54%	
12	The organisation has strong relationships with its audience, partners and stakeholders	48%	
13	The organisation's activities are true to its mission and core objects	51%	
14	Services meet the needs of customers and/or audience and are of high quality	23%	
15	The organisation has a strong asset base (heritage and/or non-heritage assets)	0%	

Listed below are some questions that based on your answers you may wish to review as a priority as they are the five that will make the most difference in your score. They are shown in order of the weakest score first.

Section 3. How you manage your finances | **Have you taken any cost saving measures over the last 24 months?**

Section 6. How you do things, how well you do them, and how you know | **What methods does your organisation use to manage performance and/or measure impact?**

Section 7: Land, buildings and other assets (heritage and non-heritage) | **Proposed Asset Details**

Section 6. How you do things, how well you do them, and how you know | **Do you have an existing track record of successful delivery?**

Section 4. The People in your Organisation | **Which of the following best describes the experience of your most senior member of staff?**

As this is an initial assessment of the strengths and areas for development of your organisation, you may find it useful to contact one of the support organisations, as stated in the Further Reading section. They may be able to help you with any improvement work your organisation identifies as a result of this report.



Charity number 1173744
Company number 10607931

Fundraising Strategy

December 2017

A company limited by guarantee
Registered office: 2 Clyst Works, Clyst Road, Exeter, EX3 8DB

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Appendix A

- Resumés of the Tavistock Heritage Trust trustees
- Resumé of Jo Butler Consulting
- Resumé of volunteer Caroline Rae

1. Organisation and environment

1.1 Tavistock Heritage Trust ("the Trust")

The Tavistock Heritage Trust is a registered Charitable Company Limited by Guarantee (Company No 10607931), and a registered charity (Charity No 1173744). It aims to:

- To advance the education of the public in the history and heritage of Tavistock and the surrounding area, in particular in the history and heritage of mining and its effect on people's lives by the provision of exhibitions and creating opportunities for people to learn about the history and heritage of the area.
- For the benefit of the public the preservation, restoration, maintenance, repair and improvement of Tavistock guildhall complex situated in Tavistock, a grade II listed building.
- Support and coordinate events relating to Tavistock's built, cultural and archaeological and natural heritage by motivating interest in the history and heritage of the town and the surrounding area
- Foster awareness of why protecting our heritage is so important not only now but for the future
- Change the way we learn about heritage and develop opportunities for people to take part in heritage activities
- Create opportunities for people to learn about heritage and develop new skills

Our Vision

Tavistock is West Devon's World Heritage town. We aspire to see that our area's rich and varied cultural, built and natural heritage is cared for, explained and made accessible for everybody's enjoyment and to an excellent standard.

Our Mission

We will promote and protect our World Heritage Site status and the unique built, cultural, archaeological and natural heritage which makes the Tavistock area so special.

Inspiring heritage for all

- ❖ We will create exciting new ways for everyone to experience and learn about our heritage
- ❖ We will encourage individuals and community groups to participate in heritage activities
- ❖ We will ensure that our heritage is made as accessible as possible both physically and intellectually

Caring for our heritage

- ❖ We will champion our World Heritage status and the protection of our heritage
- ❖ We will work to ensure that our heritage is excellently managed and cared for
- ❖ We will foster greater understanding about why our heritage matters

Sustain Our Heritage

- ❖ We will make our activities financially resilient by building strong relationships with funders and partner organisations
- ❖ We will contribute to our community's prosperity by developing links with tourism and other local businesses

Support Our Workforce

- ❖ We will create new opportunities for volunteers to get involved in heritage and develop new skills
- ❖ We will recruit our staff and volunteers from people of all backgrounds
- ❖ We will carry out our work with ambition, team work, passion, pride, open minds - and a sense of fun

The 'Area of Benefit' as set out in the Tavistock Heritage Trust's governing document are for the benefit of the general public and the world at large.

Strategic context and Statement/ Evidence of Need

The Tavistock World Heritage Site Key Centre Learning Strategy prepared in 2013 explored the current situation with regard to use and understanding of heritage in the area. The report identified from research that there were several needs related to heritage, including the poor coordination of what was already available, an eagerness for the development of skills by both professionals and volunteers and there was a need to develop and carryout quality measures. It further found that 'audiences' were underserved and that the main thrust should be towards, schools in the vicinity, teachers, families with children and tourists. An additional audience could be found with adult learners, older people, FE/HE groups, special interest groups and family historians. The implementation of this learning strategy could be implemented from anywhere but out of preference would seek to base this work from the former Guildhall, now designated to be the Gateway to the WHS. An interpretation exhibition would be housed in the building explaining how 1000 years of history of the town has led to its character and how it has been impacted upon by the mining heritage. The Gateway Centre, housed in the former fire station, Trowtes House and Guildhall (collectively known as the Guildhall complex) would be run and managed by the Tavistock Heritage Trust, with ownership of the buildings remaining with Tavistock Town Council. A partnership agreement would define the relationship between the parties.

For full understanding of the background see the Heritage Lottery Fund bid documents on Tavistock Town Council website www.tavistock.gov.uk

Tavistock Guildhall complex is of national significance as one of England's earliest combined police station/court rooms and as a commentary on the history of the police and the legal system.

The imposing architecture and its historical links to the mediaeval Tavistock Abbey has led to its Grade II* listing and inclusion on the Heritage at Risk register having stood empty since 1997.