



Second Round Application

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

Date received

11/08/2017

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.

This project will conserve and repair the Grade II* Tavistock Guildhall complex and secure its long-term future through new public uses, including as a World Heritage Site (WHS) Gateway Centre.

The project will interpret and open up public access to the Guildhall's historic courtroom and police cells, offer learning and volunteering opportunities for people of all ages, and provide space for community use.

A 'one-stop-shop' will provide access to Council and other public services. This will be complemented by a visitor information point located in the former Tourist Information Centre adjacent to the Guildhall.

The project will build on existing HLF investment in the town through its Townscape Heritage Initiative fund and return the Guildhall to its historic place at the heart of community and civic life in Tavistock. It will make a significant and long-lasting contribution to heritage-led regeneration and learning in Tavistock.

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

West Devon

Constituency within which the project will take place

Torrige and West Devon

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.

How many people does your organisation employ?

28

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 information 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 Has your organisation undertaken a similar project in size and scope in the last 5 years?**

No

1g Will your project be delivered by a partnership?

Yes

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

Tavistock Heritage Trust - Sue Spackman (Chair of Shadow Board)

1h 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 on?

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. Historic England 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, Trowte's 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 Historic England's 'Heritage At Risk' Register No: 1309358. Category B: Immediate risk of further rapid deterioration or loss of fabric. The listing notes that "the roof is in very poor condition and the fabric in general urgently needs attention". The Courtroom has been unused since 1997 and the Police Station since 2012. Tavistock Town Council purchased the complex in 2014. Previously, the building had suffered a period of neglect through inappropriate repairs and ill-considered adaption by the police force. Of particular note are the parapet gutters, which are in a poor state of repair, causing water ingress. The previous owner, Devon Historic Buildings Trust (DHBT), was only able to fund routine maintenance in an attempt to reduce the speed of deterioration. This has been continued by the Council since it took over ownership, however a major programme of conservation and repair is now urgently required.

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

Yes

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

Tavistock Guildhall

Does your organisation have the freehold of the building or land, or own outright the heritage items that your project focuses on?

Yes

Are there any legal conditions, restrictions or covenants associated with the heritage asset which may affect your project?

No

Has a condition survey been undertaken for the heritage asset in the last five years?

Yes

Does your organisation have, or are you planning to take out, a mortgage or other loans secured on the building or land, or heritage items?

Yes

Please give details of the lender and the amount of the mortgage or loan.

Public Works Loan Board £350,000

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.

The project will redevelop the Grade II* Tavistock Guildhall, former Police Station and Trowte's House, open up public access to its historic courtroom and police cells, provide a range of interpretive experiences within these spaces (including as a WHS Gateway Centre), offer a new learning, volunteering and activities programme for people of all ages, and make space available in the Guildhall for events and community use including outside of general public opening times. The Guildhall Gateway Visitor Centre will be operated by Tavistock Town Council's delivery partner, Tavistock Heritage Trust (THT).

The project will also deliver a new 'one-stop-shop' for Council and other public services based in the Guildhall, providing convenient and easy access to a range of information and support.

The provision by THT of a new visitor information service based in the former Tourist Information Centre adjacent to the Guildhall will complement and augment this range of public services and the Guildhall visitor centre offer.

Specifically, the project will:

- Undertake an extensive and detailed restoration programme of the building, including works to the roof, repairs to the chimneys, roof parapets and gutters, rainwater goods, leadwork, masonry repairs, window and door repairs, and demolition of modern fabric.
- Undertake new construction work including a new entrance, partitions, ceilings, insulating roofs, stairs, office fit-out, and associated electrical, plumbing and ventilation work.
- Improve physical accessibility to the building by installing two lifts, adjusting floor levels and providing disabled access via the rear of the building.
- Create a brand new heritage interpretation offer in the former police cells and historic courtroom, telling the fascinating story of the building and of Tavistock's wider heritage as the eastern gateway to the Cornwall and West Devon Mining Landscape World Heritage Site.
- Create a new public reception area in the Guildhall for both welcoming visitors to the Visitor Centre and for Council 'one-stop-shop' services. A new extension will be created at the rear of this to provide staff and volunteer welfare facilities.
- Deliver a varied heritage activities programme for people of all ages, including a schools' offer, family days, research projects, skills workshops and a co-produced partnership project with the South West Police Heritage Trust for young people at risk of offending.
- Provide a dedicated space for heritage learning activities in the former Magistrates' Retiring Room.
- Offer a prestigious new venue in the historic Courtroom for events and functions, which will be available for community use outside of public opening hours.
- Offer 50 new volunteering opportunities, including as visitor information assistants, Guildhall centre welcome stewards, tour guides, and learning and events volunteers.
- Provide more ways for local communities to participate in their heritage during the construction phase through a programme of outreach and other activities.
- Provide more ways for local communities to participate in their heritage once the Guildhall re-opens to the public, including through more volunteering and learning opportunities, and by holding more activities and events, including some outside of normal public opening hours.
- Improve community services in the town through the provision of a 'one-stop-shop' for Council and other public services and by creating a new visitor information service.

1. Main Build Proposals

The work will be light touch and conservation-driven, aiming to maximise the enjoyment of the building's intrinsic character whilst minimising interruption to the historic fabric. A key desired outcome is removal from Historic England's Heritage at Risk Register.

The design has developed during R2 through a series of workshops and design team meetings between the client, consultants and project partners and following discussions with the local authority Planning/Conservation Officer and with Historic England. The main changes to the R1 proposals are:

- Visitor Entrance and Rear Courtyard Extension

It became apparent during R2 development that the entrance sequence to the Guildhall Gateway centre proposed at R1 was not acceptable. The approach to the exhibition spaces once past the main fire station doors would have been fairly torturous for individuals and would have made accommodating larger groups difficult. A new visitor route is now proposed through the forming of two new internal openings from the reception area.

It is felt that the relatively minimal fabric loss should be balanced against the greatly improved visitor experience and opportunity for engagement in the historic fabric and interpretation of heritage exhibits. Without these new openings visitors would be forced through narrow doorways and corridors unsuited to a visitor attraction and off-putting to visitors.

It has also become clear that the Council's welfare area needs to move to allow for a suitably-sized and welcoming entrance. To allow for this without reducing the exhibition and activity areas, a proposal has been prepared to infill part of the rear courtyard. This will provide facilities for both staff and volunteers. The costs of this additional space will be fully met by the Council's match funding increase at R2.

- Disabled Access

The R1 scheme proposed a ramp to the front of the building for disabled access, with adaptations to the main entrance doors and internal levels in the courtroom lobby to enable disabled visitors to access the Courtroom.

Further consideration of this at R2 has concluded that such an intervention would have too negative an impact on the unspoilt front elevation of the building (one of the principal contributors to its significance). A revised scheme is proposed at R2 for a rear lift extension opening into the top level of the Courtroom, which will also enable an accessible toilet to be formed.

- Courtroom Alterations

The two short half lengths of previously altered seating are now proposed to be removed. This will allow for greatly increased flexibility for multiple uses including for display of collections from the South West Police Heritage Trust. The location of the accessible toilet as part of the new lift extension allows for the removal of the 20th century partitions at the southern end of the Courtroom and for the full extent of the Courtroom volume and windows to be appreciated.

Listed building and planning consents for this revised scheme have been received and are enclosed as supporting information with this R2 application. Historic England has confirmed that Scheduled Monument Consent is not required.

Please refer to Gillespie Yennie Architects' HLF Round Two Capital Works Report for full details.

2. Interpretation Scheme

A comprehensive interpretation scheme was submitted with the R1 application. The interpretation scheme will be located in the former police cells and Courtroom, and will tell the fascinating story of the building and of Tavistock's wider heritage, which forms the eastern gateway to the Cornwall and West Devon Mining Landscape World Heritage Site.

The detailed development of the interpretation scheme at R2 has been informed by audience testing during R2 consultation and in close liaison with our HLF R2 Mentor, Laura Hetherington.

The broad themes and storylines as set out at R1 remain the same, but the detail and layout of interventions has been modified to create more space and to improve visitor flow. There is an uplift of £14,600 for detailed design, construction and associated professional fees required to deliver the R2 scheme.

Our R1 bid contained a tentative proposal to include a Police and Magistrates' Museum. Since then an approach has been made by THT to the South West Police Heritage Trust (SWPHT) to discuss the possibilities of the loan of a small number of police artefacts to be displayed in the Guildhall and collaboration

on activities to engage young people in the Guildhall Project. A letter of understanding from SWPHT to work together with THT is included as a supporting document with this R2 application.

Following advice from our HLF Monitor during R2, we have looked at other options should the partnership with the SWPHT not come to fruition. One option would be to work with a local person who has a private collection. If this is not possible, THT would put together alternative ideas of interpreting police history in the town and the building, including an oral history. The area allocated for actual exhibits is modest, so such changes would not impact on the overall interpretation scheme design and layout.

The Guildhall Gateway will complement the existing heritage interpretative provision on offer in the town at the neighbouring Tavistock Museum. There are significant opportunities for collaboration on developing a complementary visitor offer, visitor management and educational activity. Work to progress this is a priority for THT in readiness for the opening of the visitor information offer in 2018 and the Guildhall Gateway itself in 2020. Further details are set out in the Activity Plan.

3. Activities

The project will offer a new learning, volunteering and activities programme for people of all ages, and will make space available for events and community use outside of general public opening times. Audiences will be able to participate in and enjoy a range of memorable and diverse activities and experiences.

The planned range of activities as set out in the HLF R2 Activity Plan include:

- Delivering outreach sessions at Tavistock Primary school.
- An in-depth project through the duration of the Guildhall project with a class at Whitchurch Primary school.
- Tavistock Town Tours, a Tavistock College VI Form project delivered to 90 primary school children.
- A co-produced partnership project with the SWPHT and 10 young people at risk of offending.
- Recruiting and training 50 volunteers to act as visitor information assistants, stewards, learning and event assistants and tour guides in the Guildhall and the town.
- An oral history project involving volunteer researchers.
- Four family learning days.
- Two conservation building skills workshops.

The R2 proposals have developed considerably from the concept proposals submitted at R1. There will need to be a significant increase in the capacity and resources proposed at R1 to deliver the R2 scheme, particularly in respect of the schools' programme and other formal learning activities. Following advice given by HLF during R2, provision has also been included to subsidise the costs of THT's Development Officer. An increase of £58,000 has been included at R2 to fund these additional costs.

3b Explain what need and opportunity your project will address.

Need

Historic Fabric

The Guildhall is on the Heritage at Risk Register with the listing noting that "the roof is in very poor condition and the fabric in general urgently needs attention". The building left empty with no income stream will only deteriorate further. There is a clear and urgent need to undertake a major programme of repair and conservation to prevent further deterioration and to bring this nationally-significant building back into public use to save it for current and future generations.

World Heritage Site

Developing a WHS Key Centre for Tavistock is a long-standing priority of the Cornwall and West Devon Mining WHS Partnership, which includes Devon County Council, Cornwall Council and West Devon Borough Council, two AONBs and the National Trust. The Tavistock WHS Key Centre Assessment undertaken in 2012 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 on areas of interest for younger generations, particularly school groups who have no suitable learning space.

The WHS Key Centre Learning Strategy identifies that the wide range of educational audiences, 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 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 need to explain what the WHS is and why it is important was expressed by audiences during R2 consultation.

All these needs will be met by this project.

Visitor & Community Facilities

Consultation with heritage and business groups during R2 has identified the clear need for better, and a more coordinated approach to, visitor/tourist information in Tavistock. The creation of a new visitor information centre will help to address this need.

The creation of a the new one-stop-shop in the Guildhall will provide convenient and easy access to a range of public service information and support from a single, central location. Critically this will also enable links to be made with other public, voluntary and not-for-profit organisations allowing for the coordinated delivery of core community services.

Opportunities

The specific opportunities this project will address include:

- conserving and repairing the 'At Risk' Grade II* Guildhall complex, which is of global significance as an attribute of the Tavistock WHS Area's Outstanding Universal Value and of national significance as one of the earliest purpose-built combined courtroom/police stations in England, with the aim of it being no longer at risk.
- delivering a WHS Gateway Centre where people can learn about Tavistock's place within the cultural mining landscape and be inspired to explore the town, Tamar Valley AONB and Dartmoor National Park. The Tavistock WHS Key Centre Steering Group agrees that the Guildhall is the optimum location for the Gateway Centre.
- greater public awareness of the importance and significance of Tavistock's WHS status, potentially resulting in people taking a greater interest in the value and care of the area's heritage more widely.
- under the property ownership of a public body committed to its long-term management and maintenance, the combination of public services, community facilities and heritage interpretation and learning delivered by a strategic partnership, offers a robust strategy for the long-term sustainability of this important heritage asset, returning it to its place at the heart of the community.
- providing physical access to the whole of the Guildhall complex, including for people with disabilities.
- delivering an exciting programme of learning activities, events and interpretation which enables more people of all ages and social backgrounds to engage with Tavistock's heritage, including those who do not usually participate in heritage or are at risk of exclusion e.g. young people.
- telling the important story of local policing and justice that took place in the Guildhall.
- increasing opportunities for volunteering across a range of roles (e.g. heritage/visitor information, guided walks, events and learning).
- investing in a formal learning programme for local primary and secondary school students.
- delivering a centrally-located visitor information service, which raises awareness and understanding of Tavistock and West Devon as a tourism destination and welcomes and assists visitors on their arrival.
- delivering a one-stop-shop for council and other public services in the Guildhall.

- offering a prestigious new venue in the historic Courtroom for events and functions. This will be available for community use outside of public opening hours, thus providing the opportunity for this important historic space to be used by more people at more times.
- optimising existing HLF THI investment in Tavistock through delivery of associated public realm works to Guildhall Square concurrently with this project, and through this greatly improving the appearance of Guildhall Square, bringing vitality back to the centre of Tavistock and allowing local people to once again feel civic pride in this historic heart of their town.
- attracting new people to the town through the project's estimated 30,000 visitors a year, who will be directed to and make use of local shops, cafes and facilities, thus contributing to the local economy.
- providing greater opportunities to participate in activities, which in turn can have a positive impact on the health and well-being of local communities.
- increasing the skills, knowledge and understanding of heritage management and conservation among the project partners' staff, volunteers, trustees, councillors and audiences/visitors.
- a more joined-up approach to the development and organisation of heritage activity in the Tavistock area on an ecomuseum principle, through the wider strategic aims of THT.
- providing new opportunities for collaborative and partnership working between community groups and members and staff in local authorities through the partnership between the Council and THT. This model can go on to be adopted for future projects.
- contributing to meeting all the core strategic priorities of Tavistock Town Council as set out in its Strategy Plan 2017 – 2021, in particular to meet En3 'Gateway Centre – the Council will support the delivery of a Guildhall WHS Gateway Centre and associated uses as a basis for the sustainable public use of this historic complex and development toward Tavistock becoming a WHS 'Key Centre'".
- supporting the Council's 2017 – 2021 Strategy Plan's priorities to promote collaboration between public services serving the community (C1), better manage community assets (C5), maintain and protect the unique built heritage of the town (En2), increase footfall and support economic development (Ec1) and increase efficiency (Ec 4).

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

As stated in 2b, Tavistock Guildhall has been unused for a number of years and is on Historic England's Heritage 'At Risk' Register, with the listing noting that it "urgently needs attention". Failure to act now would result in further deterioration and the costs of saving the building escalating to the point where it could become very difficult to fund, thereby potentially jeopardising the chance of ever returning this historically-important civic building to community use.

Considerable work has been progressed during HLF R1 & R2, particularly in recent months, to establish and develop THT as an enthusiastic and viable community delivery partner for the project. New trustees are about to take up their roles and seed funding is in place. Failure to go ahead now could result in a loss of momentum, potentially, in the worst case scenario, leading to the collapse of THT. This is the greatest risk to the project during its operational phase and therefore it is crucial that we maintain the momentum that has been built up.

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. This would allow for mutual benefits including simultaneous contract letting, skills development and minimising disruption to the public during building works.

The Town Council is making a considerable financial commitment to this project, both in capital and revenue terms. Should the project not go ahead now, it cannot be guaranteed that the Council would be in a position to support it to this extent in the future, particularly if expected new restrictions to local authority funding come into force.

3d Why do you need Lottery funding?

Tavistock Town Council will have revenue funds to maintain the building, but does not have sufficient capital funds to complete the full capital redevelopment works required. If the HLF is unable to assist in funding this project it is very unlikely that the Gateway Centre will be completed and as such the opportunity to save a nationally-important heritage asset and to tell its story to current and future generations would be lost.

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

There has been extensive consultation undertaken at all stages of the project's development with a wide range of stakeholders, including over 400 people who took part in activity plan consultation events during HLF R2 development. Consultees include visitors attending Open Days, local heritage, tourism and business partners, WHS partners, AONBs, schools, colleges, Plymouth University, scout and guiding groups, special interest groups and organisations, South West Police Heritage Trust, Historic England, the planning authority, the local authority Conservation Officer and the project's HLF R2 Monitor and HLF R2 Mentor.

There has also been wide-ranging consultation with other local and regional heritage and tourism professionals and/or visits to other heritage sites to learn from others, including WHS sites, museums and tourism centres. Full details are set out in the Activity Plan.

Overall, there is great enthusiasm for the project, with the overwhelming majority strongly in favour of the Guildhall being open again to the public. Key points from the consultation include:

- There is strong support for conserving as much of the building as possible and telling the story of its whole history, and for retaining features relating to the police use of the building.
- The police and justice theme is extremely popular and many people want to learn more about the personal stories and daily lives of the police and prisoners.
- There is a high level of interest in the abbey, the Dukes of Bedford and their buildings and the town's history.
- Interactive interpretation, such as dressing up and first or third person interpretation, and guided and self-guided town tours, would be popular.
- There appears to be a relatively low awareness of why Tavistock is included within the World Heritage Site. There is a need to explain what the WHS is and why it is important. Signposting visitors to other things to see and do within the WHS is also seen as important.
- There is very strong support for making the Courtroom space available for multiple functions and for community use.
- Some groups would be interested in helping put on activities at the Guildhall.
- There is very strong support for the development of a tourist information service as part of the project, both among business organisations and more generally. Tourism professionals emphasised the importance of providing information through personal contact rather than relying on digital media.
- There are opportunities to develop research projects which can inform interpretation such as oral history and building recording.
- There is a good opportunity to create a strong partnership between the Guildhall project and the South West Police Heritage Trust.
- Local schools are keen to work with the project. There is an opportunity to develop learning projects, including outreach, which meet the schools' requirements within the National Curriculum and also fit within the WHS priority learning objectives.
- There are many examples of good practice in the region from which the Guildhall project can learn, including models for volunteer management, interpretation in WHS Key Centres, income generation running community engagement projects.

The Design Team has consulted with the local authority Planning/Conservation Officer and with Historic England on the capital works proposals. Listed Building and Planning Permission consents have been received. Further details are contained in the HLF R2 Stage C Design report.

3f How are you planning to promote and acknowledge National Lottery players' contribution to your project through HLF funding?

Developing and running a communications & marketing campaign to publicise all aspects of the Guildhall project is a key action in the Activity Plan.

Publicity banners are already in place outside the Guildhall promoting and acknowledging HLF's investment in this project to date. We will continue to do this during the delivery phase including by acknowledging HLF's funding in all media releases, on site boards during build works, and on the Council's and THT's websites. We will also include the HLF logo on all relevant materials, such as activity resources, adverts, job descriptions, leaflets and flyers etc. We will order HLF badges for issuing at project events and activities. We will install a permanent funders' acknowledgement sign in the Guildhall reception when it opens so that all visitors are aware of National Lottery players' contribution to our project.

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?

As a result of investment by HLF and Tavistock Town Council, this project will enable our heritage to be:

- i. Protected, preserved and its long-term future secured, demonstrated by the following:
 - implementation of essential and lasting conservation and repair work as detailed in our HLF R2 Capital Works Report
 - Tavistock's historic Guildhall will be repaired to the extent that it is no longer on Historic England's Heritage at Risk Register
 - Tavistock Town Council's commitment to underwrite the operating and maintenance costs of the Guildhall for 20 years following project completion
 - a robust Management and Maintenance Plan with a clear, specific and resourced action plan.
- ii. Better understood and appreciated by more people, demonstrated by the following:
 - installation of an exciting interpretation offer which will tell the fascinating story of the building and of Tavistock's wider heritage to both residents and visitors alike, among whom there is currently a low level of awareness of the town's contribution to the cultural 'mining' landscape of Cornwall and West Devon.
 - a comprehensive programme of activities, including a schools' programme and volunteer-led guided tours, will expand on content in the interpretation scheme to both widen and deepen people's understanding and appreciation.
- iii. Better identified/recorded, demonstrated by:
 - research, condition reports and surveys commissioned as part of the project's development, together with formal recording of works during the construction phase, will add to the written and photographic record of the building and knowledge about the Guildhall
 - during the process of conversion, modern additions will be stripped back and hidden historic fabric revealed. Any historical objects discovered as part of strip out works and shallow excavations into designated Scheduled Monument ground will be carefully recorded, retained and displayed, or set aside to be investigated further.
 - an oral history project undertaken during the project's delivery phase will capture people's memories of the Guildhall, which will increase both organisational and public knowledge of the building's history and use.
- iv. Better managed, demonstrated by:
 - under the property ownership of a public body, the 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 Town Council maintaining an active involvement in the Guildhall Gateway offer throughout the operational phase through its 20-year Partnership Agreement with THT and its 20-year commitment to manage and maintain the offer by underwriting the Guildhall's ongoing operating costs
 - a more joined-up approach to the organisation of heritage activity in the Tavistock area on an ecomuseum principle, through the wider strategic aims of THT.

4b What difference will your project make for people?

i. People will have learnt about heritage and have developed skills:

- Visitors will learn why the mining landscape of Cornwall and West Devon is so internationally significant that it is given WHS status; many will be inspired to explore other places.
- Visitors will learn how and why the Dukes of Bedford planned Tavistock and created its magnificent architecture, and how policing and the justice system has changed since the Victorians.
- Volunteers from a range of backgrounds will learn new research and oral history recording skills.
- Volunteer guides and learning & events volunteers will learn how to communicate to a range of audiences.
- Front-of-house volunteers in the visitor information service and Guildhall will learn new customer service and retail skills.
- Town Council staff will learn new skills in working on historic buildings and exhibition design and interpretation.
- People taking part in capital phase workshops will learn about the building and develop new conservation building skills.
- People serving apprenticeships in building trades will learn new specialist skills during the building conservation and repair phase.
- Local people, including families and school students, will have a better understanding of Tavistock's historic environment and will value it better.
- Young people, people at risk of offending and others will learn new skills and acquire more confidence through personal development which will enhance their employment opportunities.
- Visitors, especially families and school students, will have enjoyed participating in imaginative, participative activities and some will be stimulated to take their interest further.
- 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.
- People visiting the Council's 'One Stop Shop' will also directly experience, appreciate and learn about their heritage simply by using the building.
- Trustees of THT will have further developed skills relating to heritage governance and strategy.

ii. People will have changed their attitudes and/or behaviours

- The new 'one-stop-shop' in the town centre will lead to people considering the Guildhall to once again be at the centre of the community.
- The renovation and resultant improved appearance of the Guildhall, in combination with its varied uses, 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 notice great improvements and encourage their friends, families and colleagues to visit. 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.
- The partnership between Tavistock Town Council and Tavistock Heritage Trust will build on, and provide new opportunities for, collaborative and partnership working between members of community groups and members and staff in local authorities. This model can go on to be adopted for future projects.
- The project will lead to greater awareness of the importance and significance of Tavistock's WHS status, potentially resulting in people taking a greater interest in the value and care of the area's heritage.

iii. People will have had an enjoyable experience

- The project will provide a community and visitor facility, which is welcoming, provides excellent customer service and presents a friendly face to the town.
- The Guildhall Gateway Visitor Centre will be engaging and stimulating for a wide-ranging audience, particularly families and younger audiences.
- The joint offer of the Guildhall Gateway Visitor Centre and the Visitor Information Service will assist in making the overall experience of visiting Tavistock more accessible, enjoyable and more inspiring whilst also making it easier to navigate.
- Visitors will have been encouraged to explore beyond the building and to visit other heritage and landscape attractions in the local area.
- The Guildhall's varied programme of activities and events will provide something for everyone's

enjoyment.

iv. People will have volunteered time

- Up to 50 new volunteers will be recruited and trained to act as visitor information assistants, stewards, learning and event assistants and tour guides in the Guildhall and the town.

4c What difference will your project make for communities?

i. Environmental impacts reduced

- Capital works will include the insulation of roof spaces and refurbishment of windows and doors to reduce draughts, a new efficient boiler and other services, low energy lighting, low water use fittings, natural and local materials and finishes from sustainable sources where they are fit for purpose. All these will greatly reduce the environmental impact of operating the building.
- A site waste management plan will be instigated during construction to minimise waste going to landfill and site visual impact.
- The design brief for the displays will 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 co-location of Council services in one centrally-located building close to the bus station and long-term car parking will potentially reduce the number of local car journeys made and thus help to reduce transport emissions.

ii. More people/greater diversity of people

- The creation of the 'one-stop-shop' for public services will ensure a wide range of people visit the complex. Those coming to make a Town Council or public service enquiry may take the opportunity to explore the Visitor Centre and potentially to become involved in the programme of activities and events. Some may even go on to become volunteers.
- The new programme of activities will engage new audiences, particularly families and younger audiences, resulting in a more diversified mix of visitors to the town. This may have positive spin-offs for local businesses.
- The Guildhall's central location and its learning offer is designed to enable schools to combine a trip there with one the same day to another local heritage attraction, thus reducing transport costs for schools.
- Improved physical access will be provided through the introduction of two new lifts and a new accessible toilet at the rear of the courtroom.
- Improved sensory and intellectual access will be provided through the interpretation scheme by way of 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.

iii. Better place to live, work, visit

- The Gateway Project in combination with the THI will greatly improve the appearance of Guildhall Square by improving the public realm and the facades of the building. 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.
- Community services in the town will be improved through the provision of a 'one-stop-shop' for Council and other public services and by creating a new visitor information service. This will encourage more people to visit and engage with the buildings on a regular basis. It will further enable other public sector, not-for-profit and voluntary organisations to deliver services in a coordinated way from an accessible and central location.

- The Gateway Centre will become an easily accessible first point of contact to link to surrounding heritage sites.
- More ways will be provided for local communities to participate in their heritage during the construction phase through a programme of outreach and other activities.
- More ways will be provided for local communities to participate in their heritage once the Guildhall re-opens to the public, including through more volunteering and learning opportunities, and by holding more activities and events, including some outside of normal public opening hours.
- The Courtroom will be available for use by individuals and community groups outside of normal opening hours, thus resulting in this important historic space being used by more people at more times.
- The project will provide greater opportunities to participate in activities, which in turn can have a positive impact on the health and well-being of local communities.

iv. Economy

- Many of the estimated 30,000 visitors to the Guildhall will be new to the town 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 benefit from the increased exposure and signposting from the Guildhall Gateway and visitor information service.

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

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 project will benefit a wide range of people and not any particular group, mark this box only

4e Does your project involve heritage that attracts visitors?

Yes

How many visitors did you receive in the last financial year?

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

30000

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

25

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

50.

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

1.

Section five: Project management

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

Questions 5a-5d are not applicable in the delivery phase.

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

Please refer to the Business Plan and the Delivery Phase structure chart for fuller details of this section.

The project is owned by a Project Steering Group whose membership comprises:

Carl Hearn – Project Leader & Chair (Tavistock Town Council)
Wayne Southall – Deputy Project Leader (Tavistock Town Council)
Chair of Tavistock Heritage Trust
Tavistock Town Council Member representative
Project Delivery Coordinator

The Steering Group's role is to provide strategic oversight of the project and to liaise, steer and make decisions on the overall management, organisation and operation of the project. It holds the Project Delivery Team to account in respect of the delivery of the capital and activity workstreams, ensuring that they are delivered on time and to budget and that they meet HLF Approved Purposes and comply with Tavistock Town Council/Tavistock Heritage Trust criteria.

Carl Hearn
Town Clerk – Tavistock Town Council
Project Leader

Carl is Tavistock Town Council's Head of the Paid Service and Responsible Finance Officer. Carl is an experienced senior public sector company secretary, manager, holder of senior governance and service delivery positions in all types and tiers of local authority with approaching 30 years' experience. Carl is ultimately responsible for the successful delivery on time and on budget of the Guildhall Gateway Project.

Wayne Southall
General Manager – Tavistock Town Council
Deputy Project Leader

Wayne is responsible for the management and control of the Council's commercial and community services and for the delivery of the Council's capital programme, including management of the Council's commercial estate, which are primarily listed buildings and scheduled monuments, and are valued at over £10 million. Wayne will be the client lead for both the main build and exhibition design/interpretation workstreams.

Chair of Tavistock Heritage Trust
Responsible at a strategic level for the Trust's role in the Guildhall project and for delivery of the project's activities. Sue Spackman is currently acting as Chair of the Shadow Board until a substantive Chair is appointed in September 2017.

Tavistock Town Council Member representative

The member nominated to this role will be agreed by Council once we know if our HLF application has been successful. It has been fulfilled during HLF R1 & R2 by Cllr Harry Smith, who has been involved in politics at district and parish level for over 40 years, including as chairman of Tavistock Town Council's Finance and General Purposes Committee and Town Mayor.

Project Delivery Coordinator

Responsible for the overall coordination of the capital and activity elements of the Guildhall Project to ensure that it delivers the Approved Purposes of the HLF grant on time and on budget. This will be a consultant role recruited should this application be successful. It will report to the Project Leader. This role will be the primary link to HLF, and will be responsible for progress reports and funding drawdowns. It will require significant experience of coordinating the delivery of major externally-funded heritage capital redevelopment projects, including HLF-funded projects.

Main Build Design Team

Gillespie Yunnie Architects were appointed as the design team lead consultants for the HLF Round Two development phase following a competitive tendering exercise, together with Hydrock Consulting (Structural Engineers) and Method Consulting (M&E Engineers). The contract was awarded on the basis that subject to satisfactory performance and a successful R2 application the appointment would be extended for the delivery of the project.

They will lead the design team during delivery, including as contract administrator and statutory consent liaison. They have worked on proposals for Tavistock Guildhall and Police Station since 2011 and so know the building intimately. This knowledge will be fundamental in managing and overseeing the delivery of the project.

Working with Gillespie Yunnie Architects will be the delivery phase Quantity Surveyor, whose appointment will be made following the HLF R2 decision.

Exhibition Design and Interpretation

Gamble Fearon Partners were appointed as Exhibition Design and Interpretation consultants for HLF R2 following a competitive tendering exercise. The contract for delivery of the exhibition design and interpretation will be re-tendered during the delivery phase.

Development Officer Tavistock Heritage Trust

This is a new 0.5 FTE post which will be responsible for the daily coordination and management of THT's operations, including operational management of the Guildhall Gateway visitor centre and the associated visitor information service. During the delivery phase it will be the workstream lead for the delivery of this project's Activity Plan.

Learning and Participation Freelancer

Responsible for practical coordination and/or delivery of the project's Activity Plan. This will include developing, promoting and delivering the formal schools' and in-depth learning programme, developing and delivering the family activities, and overseeing/coordinating activities relating to the volunteer programme.

This is a freelance role which will be worked flexibly during the project delivery phase. It will report to THT's Development Officer.

Evaluation Consultant

Responsible for evaluating the project and the Activity Action Plan in line with the project's objectives to enable us to measure the difference the project has made for heritage, for people and for communities. The role will be filled by a suitably-experienced consultant with a track record in evaluating HLF-funded projects and will report to the Project Delivery Coordinator.

5f Complete a summary timetable for the delivery phase of your project. Use the 'Add activity' button to enter additional rows.

Delivery activities					
Activity	Start month	Start year	End month	End year	Who will lead this activity
Appoint Project Delivery Coordinator & QS and confirm/mobilise Design Team	January	2018	March	2018	Project Leader
Appoint Exhibition Design & Interpretation Consultant	March	2018	April	2018	Project Delivery Coordinator (PDC)
Appoint THT Development Officer	March	2018	April	2018	THT Chair/PDC
Main Build Detailed Design	February	2018	April	2018	Architect
Appoint Learning & Participation Freelancer	April	2018	June	2018	PDC/Development Officer
Main Build Tender Information Production & Documents	April	2018	September	2018	Architect/QS
Appoint Evaluation Consultant	June	2018	August	2018	PDC
Exhibition Design, Storyline, Text-Writing & Graphic Design	June	2018	October	2019	ED & Interpretation Consultant
Volunteer Recruitment & Training (Delivery Phase)	April	2018	November	2018	Development Officer
Visitor Information Centre Opening	June	2018	June	2018	Development Officer
Family and other key audience activities and events	June	2018	April	2020	Development Officer/L&P Freelancer
Personal and skills development projects	September	2018	March	2020	Development Officer/L&P Freelancer
Main Build Tendering & Award	September	2019	December	2019	Contract Administrator/Deputy Project Leader
Schools' Programmes	October	2018	March	2020	Development Officer/L&P Freelancer
Research Projects	October	2018	March	2020	Development Officer/L&P Freelancer
Main Build Mobilisation & Site Prep	December	2018	January	2019	Contract Administrator/Deputy Project Leader
Asbestos Removal	January	2019	February	2019	Contract Administrator/Deputy Project Leader
Construction Works	February	2019	November	2019	Contract Administrator
Volunteer Recruitment & Training (Operational Phase)	October	2019	March	2020	Development Officer
THI Public Realm Works	January	2020	March	2020	Contract Administrator/Deputy Project Leader/THI Project Manager
Exhibition Fit Out	January	2020	February	2020	ED & Interpretation Consultant
Commissioning	January	2020	January	2020	Contract Administrator
Collections and trialling	February	2020	March	2020	Development Officer
Opening of Guildhall	April	2020	April	2020	Project Leader/PDC
Continuation of HLF-funded activities during operational phase	April	2020	March	2021	Development Officer

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

Delivery risks				
Risk	Likelihood	Impact	Mitigation	Who will lead this
Failure to secure appropriate and sufficient project delivery capacity	Medium	Medium	Appropriately qualified/experienced consultant team procured through competitive tendering and early recruitment.	Project Leader, supported by Project Delivery Coordinator (PDC)
Insufficient project management/coordination capacity to deliver project	Low	Medium	Capacity and scope of role increased for delivery phase	Project Leader
Changes in/loss of project team members during delivery	Low	Medium	Positive recruitment process, induction, support and management. Robust project management and governance.	Project Leader supported by PDC
Inadequate project governance/unclear chains of command to enable key decisions to be made in a timely manner.	Low	Medium	Full governance and project delivery structure in place, including monthly Project Delivery Team meetings.	Project Leader, supported by PDC
Failure to secure full match funding to enable project to proceed.	Low	High	TTC agreement 25 July 2017 to commit TTC capital to R2 scheme. Funding to be sourced from Public Works Loan Board.	Project Leader
Uplift in delivery costs or in expected operational costs makes it prohibitively expensive for TTC to fund.	Medium	High	Robust QS cost planning. Contingency included across all budget headings. Robust project management. Robust partnership agreement with THT.	Project Leader
Change in political/strategic direction of TTC results in change of organisational priorities	Low	Medium	Project is key objective in TTC's Strategic Plan 2017-2021. Members fully involved in scheme development. Approval given 25 July 2017 to submit R2 scheme following detailed review of costs/benefits to TTC. 20 Year contract to manage & maintain will protect HLF's investment.	Project Leader/TTC Member Representative
Works tenders come in over PTEs. Unexpected/unfunded cost pressures.	Medium	Medium	Robust QS cost planning. Contingency included across all headings.	PDC/Deputy Project Leader/Contract Administrators/QS
Slippage	Medium	Medium	Sufficient time given to pre-construction phase to design/manage out issues before works start on site. Review programme regularly at contract meetings. Be cautious about publicly announcing expected project timescales/completion too early	Project Delivery Team
Failure to comply with/discharge statutory consent conditions satisfactorily.	Low	High	Early submission of consent applications to allow sufficient time to manage discharge of conditions. Close ongoing liaison with consent authorities.	Design team lead
H&S Issues, including presence of hazardous materials	Low	High	Appoint CDM advisor. Site investigations to be carried out and enabling works to be considered if contaminants found. Demolition survey at start of works.	Deputy Project Leader/Contract Administrator

Risk	Likelihood	Impact	Mitigation	Who will lead this
Lack of public interest in delivery phase activities	Low	Medium	Robust and thoroughly-researched activity plan programme, based on extensive consultation. Letters of support from proposed delivery partners evidences commitment. Early recruitment of delivery volunteers. Early rollout of THT website and social media channels. Effective and timely public communications.	THT Development Officer
Bad weather resulting in programme overrun	Medium	Low	Include for temporary roof and sheeted scaffold on sensitive areas. Undertake works at appropriate times. Only uncover that which can be recovered quickly.	Contract Administrator

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

Project start date

Month February | **Year** 2018

Project finish date

Month March | **Year** 2021

5i Are there any fixed deadlines or key milestones that will restrict your project's timetable?

No

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 maintenance obligations arising from implementing the building's maintenance plan, and implementation of the conservation management plan, will be funded through the Council's existing annual property maintenance budget on a continuing basis. The Council has already started to build a Sinking Fund for the Guildhall, with £12,750 committed to this in last year's accounts, and a further £12,750 being included in this year's accounts. Full details of how the building's maintenance requirements will be prioritised and funded are set out in the Management and Maintenance Plan for this project and are included in the 5 Year Income & Spending Forecasts included with the Business Plan.

Our spending forecasts include for a permanent 0.5FTE Development Officer and a Learning & Participation freelancer employed by THT to deliver an ongoing activity programme, including a schools' offer. They will be supported by a team of up to 50 regular volunteers who will assist in running both the Guildhall Gateway Visitor Centre and the Visitor Information service.

The Guildhall Gateway will be a free admission attraction. As such, raising money in other ways from visitors will be essential. Income sources will include donations, charging for activities and events, retail spend and commercial hire. Full details are provided in the Business Plan and its accompanying 5 Year income and spending forecasts. Direct earned income assumptions in this are prudent and as such it is also expected that THT will raise sufficient unearned income through grants, sponsorship and general non-Guildhall specific fundraising to enable the project to break even. This varies year by year, but the sum assumed in Year One delivery is £4,750, rising to £7,188 by Year 5 operational. This breakeven requirement is underwritten by the Town Council to assure that project outcomes can be maintained in accordance with its 20 year commitment to manage and maintain the Guildhall offer and the project's outcomes. This commitment was formally agreed by Council on 25 July 2017 when it took its final decision to proceed with this R2 application. The Council is confident that it can generate sufficient income from commercial activities from its wider property portfolio and local taxation to absorb these additional costs. Please refer to the Business Plan for full details.

6b Tell us about the main risks facing the project after it has been completed and how they will be managed. Use the 'Add Item' button to enter additional rows.

After project risks

Risk	Likelihood	Impact	Mitigation	Risk Owner
Failure/default of THT	Medium	High	Development of robust partnership agreement with safeguards to protect TTC's 20-year contractual commitment to the project	THT Chair/TTC Town Clerk
Failure to deliver income forecasts	Medium	Medium	Commercial and heritage management skills a key requirement of THT Development Manager and Board. Proactive early marketing of the offer. Consistent quality of delivery.	THT Board/Development Officer
Failure to achieve forecasted visitor and activity numbers	Low	High	Marketing plan, changing activity and events programme to keep offer fresh.	THT Board/Development Officer
Insufficient number of regular volunteers = need to employ paid staff instead	Low	High	Robust volunteer policy, early recruitment & training, appoint volunteer coordinator	THT Board/Development Officer
TTC unable to generate sufficient income from its commercial activities and precept to meet its revenue underwrite commitment	Low	High	Review of TTC properties, tax levels and commercial activity to secure increased income.	TTC Town Clerk

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

We will appoint an evaluation consultant during the delivery phase to evaluate the overall Guildhall Gateway Project and Activity Action Plan in line with the project's objectives to enable us to measure the difference the project makes for heritage, for people and for communities. The consultant will seek feedback from people involved in all aspects of the project, including staff, trustees, councillors, volunteers, project partners and groups/individuals involved in activities (such as schools, apprentices and families attending events). This will use methods including activity feedback forms, questionnaires, 1-2-1 interviews and project review sessions. The process will enable Council staff and members, and THT's staff, volunteers and trustees to reflect on their achievements and the lessons learnt from this project to inform the ongoing delivery of the Guildhall offer. Full details are in the Business Plan.

Using the evaluation framework devised during the delivery stage, we will consult routinely with audiences and other stakeholders during the operational phase to seek qualitative and quantitative feedback and to assess our performance, for example through annual visitor exit surveys. We will also seek regular visitor feedback through our visitors' books, event evaluation forms, website, social media, Trip Advisor etc.

A Guildhall Management Group will be set up to manage and oversee the operation of the Guildhall. This will meet regularly and will comprise officers of the Council and THT. The scope of this group will be to plan, coordinate and make decisions on the running of the building and visitor offer, and marketing (including visitor feedback and consultation) will be a standing item on the agenda to inform this.

Formal contractual monitoring and evaluation of the Guildhall Gateway's performance and success will be carried out through the regular partnership review meetings between the Council and THT, provision for which will be set out in the Partnership Agreement.

THT has joined the South West Federation of Museums, and representatives have been attending the Federation's programme of training events to learn more about managing and maintaining a heritage offer and to network with heritage colleagues in the region. The learning from this project will be shared with others at future events.

Section seven: Project costs

In this section, tell us how much it will cost to 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.

Questions 7a-7c are not applicable in the delivery phase.

7d Delivery-phase capital costs

Cost Heading	Description	Cost	VAT	Total
Purchase price of items or property				0
Repair and conservation work	External fabric £222,577; internal works £256,613	479,190	0	479,190
New building work	Rear offices £61,647 and lift extension £49,293	110,940	0	110,940
Other capital work	External £35,535; services £332,896; prelims £110,000; access/protection £72,050	550,480	0	550,480
Equipment and materials (capital)				0
Other costs (capital)	n/a	0	0	0
Professional fees relating to any of the above (capital)	Design team, QS, CDM, Heritage Recording, surveys, planning/building control	135,974	0	135,974
Total		1,276,584	0	1,276,584

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

Cost Heading	Description	Cost	VAT	Total
New staff costs	THT Devt Officer and Learning & Participation Freelancer	74,652	0	74,652
Training for staff				0
Paid training placements				0
Training for volunteers	Volunteer & staff training	1,500	0	1,500
Travel for staff	Outreach etc	1,000	0	1,000
Travel and expenses for volunteers	Outreach, name badges, refreshments etc	2,000	0	2,000
Equipment and materials (activity)	Learning activity materials	10,700	0	10,700
Other costs (activity)	Interpretation fit out	39,325	0	39,325
Professional fees relating to any of the above (activity)	Interpretation delivery consultant	20,665	0	20,665
Total		149,842	0	149,842

7f Delivery-phase other costs

Cost Heading	Description	Cost	VAT	Total
Recruitment	Staff and volunteer advertising	1,000	0	1,000
Publicity and promotion	Marketing & website	7,250	0	7,250
Evaluation	Evaluation consultant	3,500	0	3,500
Other costs	Project Delivery Coordinator	40,000	0	40,000
Full cost recovery				0
Contingency	Construction @9%, interpretation £5k, activity £5k	117,780	0	117,780
Inflation	From 3Q 2017@5%	57,000	0	57,000
Increased management and maintenance costs (maximum five years)				0
Non cash contributions				0
Volunteer time	THT volunteers	60,250	0	60,250
Total		286,780	0	286,780

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	775,156
Other public sector			
Central government			
European Union			
Private donation - Individual			
Private donation - Trusts/Charities/Foundations			
Private donation - Corporate			
Commercial/business			
Own reserves			
Other fundraising	Needs to be applied for nearer to construction start date. Underwritten by TTC.	No	60,000
Increased management and maintenance costs (maximum five years)			
Non cash contributions			
Volunteer time	THT Volunteers	Yes	60,250
HLF grant request			817,800
Total			1,713,206

7h Delivery-phase - financial summary

Total delivery costs	1,713,206
Total delivery income	895,406
HLF delivery grant request	817,800
HLF delivery grant %	48

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

Any grant applications for the final £60k will be submitted in 2018 once we know if our HLF R2 application has been successful. This is mainly to meet requirements of other grant funders who require construction works to commence within a few months of their awarding a grant and/or want to see firm quotes/tenders. In the meantime it has been factored into the total amount that will be applied to by the Council from the Public Works Loan Board to match fund the project in case these applications are not successful.

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.

A large empty rectangular box with a black border, intended for an application response.

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 share information with organisations and individuals working with us with a legitimate interest in Lottery applications and grants or specific funding programmes.
- 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 Carl Hearn
Organisation Tavistock Town Council
Position Town Clerk
Date 11/08/2017

Are you applying on behalf of a partnership?

Yes

Please add the details of additional contacts below:

Name	Organisation	Position	Date

Section nine: Supporting documents

Please provide all of the documents listed, 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 1-12 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.

Second Round

For all projects:

1. An activity plan

Electronic

2. A project timetable

Electronic

3. Cash flow for the project

Electronic

4. Income and spending forecasts for the life of the project and five years following project completion

Electronic

5. The project management structure

Electronic

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

Electronic

7. Calculation of Full Cost Recovery included in your delivery-phase costs (if applicable)

Not applicable

8. Briefs for delivery work for internal and externally commissioned work

Electronic

9. Job descriptions for new posts to be filled during the delivery phase

Electronic

10. Copies of deeds, leases, mortgages or other proof of ownership if your project involves work to land, buildings or heritage items

Electronic

11. 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. Please read about images in the application guidance Part three: Receiving a grant

Electronic

12. Copies of your agreements with project partners, signed by everyone involved, setting out how the project will be managed

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.