

NAME OF COMMITTEE	Community Services
DATE	11th March 2014
REPORT TITLE	Tavistock WHS Key Centre
REPORT OF	Head of Planning, Economy and Community
WARDS AFFECTED	Tavistock Wards

Summary of report:

The report sets out the progress that has been made in addressing the weaknesses identified in the Assessment of Tavistock as a potential Key Centre in the Cornwall and West Devon Mining Landscape World Heritage Site (WHS), which was carried out in 2012. It includes an action plan, which members are asked to consider and support if appropriate, ahead of a re-assessment of Tavistock's suitability to become a Key Centre in the World Heritage Site.

Financial implications:

The Borough Council has contributed up to £1,000 from the Economic Development Grant Scheme towards the key centre studies.

Further funding support may be required to support the implementation of the Action Plan, but any such requests will be brought to the appropriate committee when required.

RECOMMENDATIONS:

It is recommended that the Committee:-

1. notes the progress towards establishing Tavistock as a Key Centre in the Cornwall and West Devon Mining Landscape World Heritage Site and agrees to continue to support the way forward as outlined in the report and Action Plan attached at Annex B;
2. instruct officers to continue to assist with the implementation of the action plan and bring any specific project proposals back to the appropriate committee in due course; and,
3. requests Council to nominate a Member representative to attend the Tavistock Key Centre Partnership

Officer contact:

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1. BACKGROUND

- 1.1 Members will recall that at the Environment and Community Committee held in March 2012 (E&C Minute 29 of 2011/12) that it was agreed to support the principle of Tavistock becoming a Key Centre in the Cornwall and West Devon Mining Landscape World Heritage Site (WHS) and instructed officers to assist in actions necessary to achieve that designation.
- 1.2 Since then an officer working group, including staff from each of the local authorities, together with staff from the WHS team, local business and community interests, have progressed this work. Up to £11,500 was committed by various partners, including the Borough Council, towards a number of studies, including a Learning Strategy and Interpretation Strategy. Both these are now complete and copies are available in the member's room and on the Borough Council's website at <http://www.westdevon.gov.uk/article/2760/Local-Priorities>.
- 1.3 Action has been taken by Devon County Council to rationalise signage in the town centre and notice boards have been installed through the Tamar Valley Mining Heritage project at car parks and other strategic locations, providing orientation and information about the Mining Heritage. WHS gateway signs have been installed at the road entry points to the town. Further improvements are planned through the Tavistock Townscape Heritage Initiative (THI) Scheme.
- 1.4 Meanwhile, the working group has drawn up an action plan (attached at Annex B) to address the outstanding weaknesses ahead of a re-assessment by the WHS office of Tavistock's suitability to become a Key Centre.
- 1.5 The report below outlines the further steps necessary to realise this designation and the outstanding issues members need to consider. It also asks members continue to support the necessary actions to achieve this.

2. REPORT AND ISSUES FOR CONSIDERATION

- 2.1 The action plan sets out a number of key initiatives that need to be progressed over the next 12 months. This includes the creation of a more formal partnership to oversee the next stage and implementation of measures to secure and sustain Tavistock as a Key Centre. This will require member representation from each of the local authorities, including the Borough Council. It will also need continuing officer support. It is anticipated that the cost of this will be met by in-kind contributions from the various partners, but a notional cost has been identified in the plan and if this cannot be met by in-kind contributions then a further request may need to be submitted to members in due course.
- 2.2 The creation of dedicated staff resources to implement the Learning and Interpretation Strategy are anticipated to be met mainly from external sources (e.g. The Heritage Lottery) but some local match funding may be required. In this case, proposals will be submitted to the relevant authorities, including possibly the Borough Council.
- 2.3 A separate Stage 1 bid has now been made by the Town Council for Heritage Lottery support to bring the Police Station and Guildhall into Public Ownership,

including using the lower levels of the Guildhall as a Gateway Centre for the WHS. At present there are no financial implications for the Borough Council.

- 2.4 The other projects will also need to be funded from a combination of external and local sources and again, this could include applications for support from the Borough Council. These will be considered on their merits and reported, to the appropriate committee, if necessary.

3. LEGAL IMPLICATIONS

- 3.1 The Cornwall and West Devon Mining Landscape World Heritage Site (WHS) derives its powers from UNESCO. It does this on behalf of the Local Authorities and partners who make up the WHS Partnership and within the scope of the WHS Management Plan. The Borough Council is part of that Partnership and has recently approved the latest version of the WHS Management Plan 2013-18 (CS19 of 2012/13)
- 3.2 Under Section 1 of the Localism Act 2011 the Council has a general power of competence to do anything an individual can do subject to any statutory restrictions.
- 3.3 There are no other specific legal implications for the Borough Council relating to the approval of the action plan.

4. FINANCIAL IMPLICATIONS

- 4.1 The Borough Council has contributed up to £1,000 from the Economic Development Grant Scheme towards the preparation of the key centre studies.
- 4.2 Further funding support may be required by local partners, including the local authorities as outlined in the Action Plan at Annex B. Any such requests will be brought to the appropriate committee when required.

5. RISK MANAGEMENT

- 5.1 The risk management implications are as set out in Annex A below.

6. OTHER CONSIDERATIONS

Corporate priorities engaged:	Environment, Economy and Community Life
Statutory powers:	Section 1 of the Localism Act 2011
Considerations of equality and human rights:	N/A
Biodiversity considerations:	These are considered as part of the key centre studies
Sustainability considerations:	These are considered as part of the key centre studies
Crime and disorder implications:	N/A
Background papers:	Cornwall and West Devon Mining Landscape

	WHS Management Plan 2013-2018 Report to Community Services Committee 30 th October 2012 WHS Key centre Assessment for Tavistock; Report to Environment and Community Committee March 2012
Appendices attached:	Annex A: Strategic Risk Assessment Annex B : Tavistock Key Centre Action Plan Draft 2014

ANNEX A Strategic Risk Assessment

No	Risk Title	Risk/Opportunity Description	Inherent risk status			Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel		
1	Reputational risk	Inability to demonstrate that the agreed plan has been through full public consultation	3	3	9 ↓	Ensure the documents including the draft action plan, is circulated widely and adequately publicised, including holding meetings to explain the basis of the plan	EDO
2	Partnership risk	Failure to engage key partners or one or more partners disengage	3	2	6 ↓	The proposal in the Action Plan is to form a new Partnership to guide the process of becoming and delivering the action plan. This will involve all the key stakeholders supported by officers from the three local authorities and WHS. Issue will be resolved through consensus.	EDO
3	Financial risk	This relates to the lack of an agreed and up to date strategic context for making funding bids in support of the WHS activities	3	2	6 ↓	The existence of an up to date and tested Management Plan and Key Centre Action Plan will enable more effective bids to be submitted and hence the wider activities of the plans will be able to be supported	EDO

STRATEGIC RISK ASSESSMENT

Risk Score 20-25: very high; 12-19: high; 8-12; medium; <8: low

Direction of travel symbols ↓ ↑ ↔

ANNEX B: Tavistock Key Centre Action Plan
Draft 2 February 2014

<i>Task</i>	<i>Detail</i>	<i>Cost</i>	<i>Lead/Partners</i>	<i>Comments</i>
Short-term (next 6-12 months)				
1. Establish a Key Centre Delivery Partnership/Governance Structure	<p>Recommended by both Key Centre Learning and Interpretation Strategies-</p> <p>Co-ordinating existing heritage learning providers and those involved in establishing an eco-museum model for the Key Centre Area</p>	£ 5 – 10k p.a. (including in-kind contributions)	Local Authorities with WHS/AONB/TALC/Amenity Groups	Could this be one body?
2. Identify Funding Sources and employment of dedicated staff resource	<p>The creation of both a Learning Co-ordinator and Heritage Interpretation Officer post are required.</p> <p>These could be shared posts with other key centres/heritage attraction providers.</p> <p>Securing a staff resource may be essential to levering in any other funding and management of any governance</p>	£30-40k p.a.	Local Authorities/WHS	Stage 1 application to the HLF pending

	structure.			
3. Preparatory work for the provision of a Visitor Gateway Centre	This is a major project which will span the timescale of this action plan. Early work is required to initiate this process, determine a deliverable location and identify sources of funding to deliver such a facility	£1.5m capital < £10k for funding bids and feasibility work	TTC/WDBC/Others as required	Stage 1 application to HLF pending
4. Completion of TVMHP town centre WHS signage	Installation of 4D signage in Bank Square, Bedford Square and the Pannier Market	£4k (including signage already installed)	TVMHP/TTC	Funds already spent or committed
5. Continue to lobby for better signage to the WHS through MP and DCC	Better signage from principle A roads and from Plymouth	£0	TTHP/DCC/DOT	Possible contribution from DCC Highways or Section 106 funds for any capital works/signage
6. Invest in "Sense of Place" and associated training for schools and teachers	This should be capable of early implementation through the TV AONB with training provided for teachers.	£3k	AONB/WDBC/WHS/ Asook	
7. Create activity pack for families and adults	Development of pilot trails and activity packages, plus marketing	£8k	Tavistock Key Centre Partnership (TKCP)	

	and promotion.			
8. Implement a familiarisation programme for local tourism and business partners	Including tours of partner's sites, guided walks programme (with accreditation). Links to Ambassadors programme	£1.5k	TKCP/BID Co	
9. Blue plaques and interpretation panels	New panels in the meadows and plaques on selected buildings	<£5k	TTC	
10. Launch Annual Heritage Festival and associated programme of events throughout the year	Developed in partnership with the wider arts and cultural sector	£10-20k pa	Rotary/T&D Soc./Other groups	History local Plans for a Heritage Festival in October 2014 already in place
11. Reassessment of Key Centre Status	Including the re-assessment of the role of Morwellham Quay	£5k	WHS office	
Medium Term (1-2 years)				
12. Develop a Marketing Plan	This should include audience development and learning opportunities and include effective monitoring systems to ensure effective delivery	£5-10k pa	TKCP	

13. Secure funding to develop a programme of new outreach activity for community groups and schools	This should build on existing programmes developed by the AONB and Caradon Hill and be linked to the new curriculum for schools.	£5k	TKCP	Part of HLF project bid
14. Secure funding to develop website presence and social media output	This could involve the development of new online learning programmes and resources	£10-15k	TKCP	Part of HLF project bid
15. Implement a volunteer recruitment and training programme	This could be developed through wider networks including the SW Museums Development Partnership	£10 – 15k p.a.	TKCP	Part of HLF project bid
16. Develop specific Interpretation products	These could include a Tavistock Canal DVD, Interpretive Trails, 3D animations on the building of Tavistock and a Guidebook	£10-50k	TKCP	
17. Continue to progress the Gateway Centre proposal	This will include detailed funding proposals and commencement of project , if successful	As in 3 above	TKCP	

Long-term (2-5 years)				
18. Completion of Gateway Visitor Centre	As above with completion of works, business plan, recruitment of staff and management plan	As in 3 above	TKCP	A detailed business plan will be included in an HLF Stage 2 bid proposal
19. Develop outreach and online products for new audiences	Using evaluation of existing products and consultation to inform development, including new products and trails linked to new Gateway Centre	tba	TKCP	
20. Continue to develop volunteer programmes and training	As above	tba	TKCP	
21. Development of a new project associated with the development of the new Tavistock Railway Station	This could include a nodal point for cyclists	tba	TKCP	