

Public Document Pack

Mid Devon District Council

Economy Policy Development Group

Thursday, 21 July 2016 at 6.00 pm
Exe Room, Phoenix House

Next ordinary meeting
Thursday, 15 September 2016 at 6.00pm

Those attending are advised that this meeting will be recorded

Membership

Cllr Mrs B M Hull
Cllr Mrs A R Berry
Cllr K Busch
Cllr J M Downes
Cllr R Evans
Cllr Mrs S Griggs
Cllr T G Hughes
Cllr F J Rosamond
Cllr Mrs N Woollatt

A G E N D A

Members are reminded of the need to make declarations of interest prior to any discussion which may take place

1 **Apologies and Substitute Members**

To receive any apologies for absence and notice of appointment of substitutes.

2 **Public Question Time**

To receive any questions relating to items on the Agenda from members of the public and replies thereto.

3 **Minutes** (Pages 5 - 12)

To approve as a correct record the minutes of the previous meeting (copy attached).

4 **Chairman's Announcements**

To receive any announcements that the Chairman may wish to make.

5 **Inward Investment Strategy**

To receive a verbal update from the Economic Development Officer regarding the joint Inward Investment Strategy.

6 **Update on the picture for high streets going forwards**

To receive a presentation from the Head of Communities and Governance providing information in relation to the transformation of town centres.

7 **Tiverton Town Centre Action Plan** (*Pages 13 - 32*)

To receive a report from the Head of Communities and Governance providing Members with the first draft of the Tiverton Town Centre Action Plan giving them the opportunity to shape the plan before it goes out for consultation.

8 **Tiverton Market Strategy** (*Pages 33 - 66*)

To receive a report from the Head of Communities and Governance providing Members with the first draft of the Tiverton Market Strategy providing them with the opportunity to shape the strategy before it goes out for consultation.

9 **Identification of items for the next meeting**

Members are asked to note that the following items are already identified in the work programme for the next meeting:

- Economic Development update
- Economic profile
- Culm Valley in Business (to be confirmed)

Note: This item is limited to 10 minutes. There should be no discussion on the items raised.

Stephen Walford
Chief Executive
Wednesday 13 July 2016

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and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Member Services Officer in attendance so that all those present may be made aware that is happening.

Members of the public may also use other forms of social media to report on proceedings at this meeting.

Members of the public are welcome to attend the meeting and listen to discussion. Lift access the first floor of the building is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available. There is time set aside at the beginning of the meeting to allow the public to ask questions.

An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, or if you would like a copy of the Agenda in another format (for example in large print) please contact Sarah Lees on:

Tel: 01884 234310

E-Mail: slees@middevon.gov.uk

Public Wi-Fi is available in all meeting rooms.

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MID DEVON DISTRICT COUNCIL

MINUTES of a **MEETING** of the **ECONOMY POLICY DEVELOPMENT GROUP** held on 26 May 2016 at 5.30 pm

Present

Councillors

Mrs A R Berry, K Busch, R Evans, T G Hughes,
Mrs B M Hull, F J Rosamond and Mrs N Woollatt

Also Present

Councillors

R J Chesterton and C J Eginton

Present

Officers

Stephen Walford (Chief Executive), John Bodley-Scott (Community Development and Regeneration Manager), Chris Shears (Economic Development Officer) and Sarah Lees (Member Services Officer)

1 Chairman - Election (Vice Chairman of the Council in the Chair)

RESOLVED that Cllr Mrs B M Hull be elected Chairman of the Group for the municipal year 2016/17.

2 Vice Chairman - Election

RESOLVED that Cllr K I Busch be elected Vice Chairman of the Group for the municipal year 2016/17.

3 Apologies and Substitute Members

There were no apologies for absence.

4 Public Question Time

There were no members of the public present.

5 Chairman's Announcements

The Chairman had no announcements to make other than to say that this was the first meeting of an exciting new Group looking at a key area of the Corporate Plan and she very much looked forward to future meetings and discussions.

6 Meeting Management

The Chairman stated that she wished to move the 'Start time of meetings' forward as the next item of business, all other items to follow in the same order as they were on the agenda.

7 **Start time of meetings (00:05:26)**

It was **AGREED** to hold future meetings of this Group at 6pm during the remainder of the municipal year.

8 **Revenue and Capital Outturn 2015/16 (00:11:30)**

The Group had before it, and **NOTED**, a report * from the Head of Finance presenting the revenue and capital outturn figures for the financial year 2015/16.

The Head of Finance stated that the finances of the Council had finished in a strong position for the 2015/16 financial year with all cash balances being retained at the levels deemed necessary. Monitoring reports throughout the year had accurately predicted the final position. Overall there had been a 0.5% overspend which had related to one off items such as a drop in recycling income, GP surgery rebates and staffing redundancy payments. Had these not occurred all service areas would have ended the financial year on budget. The investment in Market walk had yielded a profit of £189k. Additional investment in the Charities and Churches Property Investment Fund had generated £66k and would generate further income in the near future.

It was stated that this Policy Development Group was very much about looking forwards and the Head of Finance was able to report that car parking vends for the first month of the new financial year were up over 2,000 compared to this time last year and cash receipts up by £10k.

Discussion took place regarding:

- GP surgery rebates and the fact that there would be some appeals during 2016/17 which would have an effect upon the accounts.
- It was predicted that the drop in recycling income would not recover and this would be factored into the budget.
- It was expected that next year's financial accounts would see a decrease in employee costs based upon previous redundancies.

Note: * Report previously circulated; copy attached to the signed minutes.

9 **Economic Development and Regeneration Priorities (00:18:14)**

The Group had before it, and **NOTED**, a report * from the Head of Communities and Governance providing it with details of the Economic Development and Regeneration team's priorities for the current financial year.

The contents of the report were outlined with particular reference to the following:

- The Economic Development and Regeneration Service had been developing its priorities for 2016/17 under the themes of employment, skills, enterprise and place. The framework showed a number of objectives under each of these themed areas.
- The service was very much one of facilitating and collaborating with businesses and partners as well as about bringing income into Mid Devon.

- There had already been a successful partnership bid for European LEADER funding and Government funding for the Growth Hub services. The service also used their budgets as match funding to lever in further private and public funding into individual projects.
- As a team their knowledge base was growing as well as an understanding of best practice in other areas, for example, the Broadband for Rural North project in Lancashire.
- There was a focus within the team on looking for potential projects and initiatives and trying to ascertain their feasibility and chances of success.

Discussion took place regarding:

- Funding in relation to the Cullompton Farmers Market.
- Initiatives in relation to town markets would come through this Group.
- The work of the Portas project was not reflected within the report.
- A need to recognise that some projects would have an element of risk even if a strong business case had been presented up front.
- The Leader, the Chief Executive and the Economic Development Officer were in the process of visiting businesses and this had proved to be very beneficial so far. It was **AGREED** that a list of those visited already and those yet to be visited be circulated to the Group.
- Future reporting to this Group needed to better reflect targets and the measurement of results.

Note: * Report previously circulated; copy attached to the signed minutes.

10 Economic Development Update (00:39:52)

The Group had before it, and **NOTED**, a report * from the Head of Communities and Governance providing it with an update on the work and projects of the Economic Development and Regeneration team.

Current work and projects that would be developed in the coming financial year were summarised as follows:

- Strategic visits to local businesses thereby continuing to build up a rapport with the business community.
- The Economic Development Officer had been working in partnership with colleagues at Exeter City Council, East Devon District Council and Teignbridge District Council as 'Exeter and the Heart of Devon' (EHOD). This group had won an LGA grant for consultancy time to help develop their strategy. The strategy would be brought before the Policy Development Group for comment. Joint procurement by the partnership could be used to draw down further funding.
- The Growth Hub (GH) would be a service that signposted businesses to relevant support that could help businesses to develop and grow. It was broken into two elements, one which provided the back end support, including the website and phone line and the other which delivered the detailed diagnostics for businesses and then developed bespoke packages of support for them.

- The Council was looking to lead a pan EHOD bid for European funding to deliver a work hub / incubator space in Cullompton Town Centre. This new build premises would become a centre for businesses in their infancy, operating in the digital and data industries.
- A project was being taken forward to bring Mid Devon mills back into use as hydro generating systems. The project was likely to be a pan Europe project with the Council (representing the UK) working with Germany and France to share knowledge and best practice. There were several elements of the project which required funding to be sourced and pots had been identified which were being actively pursued.
- A lot of good work was taking place in the towns with various events being listed in the report. An update on progress against the Tourism Action Plan for 2016/17 would be brought to the PDG in due course.

Discussion took place regarding:

- The low numbers of women setting up new businesses and how this could be addressed. It was stated that a company called 'Cosmic' offered courses specifically aimed at providing digital training for women which may be of benefit to those women lacking in confidence with digital technology.
- Strong links with the Science Park was seen as essential, however there were problems with Broadband.
- The coach park in Tiverton which was being managed by the Museum. The Group requested that it receive information as to its usage as soon as possible.

Note: (i) * Report previously circulated; copy attached to the signed minutes.

(ii) Cllr Mrs N Woollatt declared a Disclosable Pecuniary Interest as she owned one of the mills which it was hoped would be bought back into use and left the meeting during discussion of this project.

11 **Cullompton Townscape Heritage Initiative (00:06:23)**

The Group had before it a report * from the Head of Communities and Governance seeking approval to proceed with an initial application to the Heritage Lottery Fund's Townscape Heritage Initiative.

The Community Development and Regeneration Manager explained that the Council had an opportunity to apply for funding from the Heritage Lottery Fund (HLF) under its 'Townscape Heritage Initiative' which if successful could provide over £1m investment in Cullompton's historic built environment and help boost local economy. The HLF had already indicated its willingness to receive an application from Cullompton and officers had been undertaking preliminary work in order to make an initial submission by 31st August 2016. It would be necessary for the Council to allocate funds in the region of £12.5k initially in order to draw down a potential sum of £1m.

Discussion took place regarding:

- The need to manage expectations as very few applications were successful in their first attempt.

- Grants being available to provide training to owners of historic buildings and also for heritage builders to learn to use their skills in the right way.
- The potential of the Harlequin Valet site with the suggestion that the towns folk of Cullompton should be consulted.
- The lack of demand for 'A' level courses at Petroc in Tiverton with students preferring to go to either Exeter or Taunton.

RECOMMENDED to the Cabinet that approval be given to proceed with an initial application to the Heritage Lottery Fund's Townscape Heritage Initiative and that:

- (a) MDDC to act as the accountable and lead body for this project;
- (b) In principal, MDDC to allocate staff and councillor time to the project over 6 years – to include Chairing and sitting on the Steering Group, managing and employing/contracting a project officer and input into the project work;
- (c) MDDC to allocate some funds (in the order of £12.5K initially with the option of further funding from MDDC or finding alternative funding in subsequent years) to the project in order to draw down potentially in the region of £1 million (tbc). The exact figure is dependent on the final structure of the bid, and whether other funding can be drawn down to offset it in future. HLF has indicated that without some cash input from the principle authorities the application will not succeed.
- (d) MDDC to corporately investigate drawing down other funds to contribute to this project e.g. Empty Homes bonus, S106 related to development of Cullompton, property portfolio.
- (e) MDDC to consider what it can do to facilitate the development of the gap site on the former Harlequin Valet site in Cullompton which continues to be an eyesore in the Higher Bull Ring and problem for neighbouring properties. The Higher Bull Ring is the heart of Cullompton town centre and this key site could be beneficial to the economy of the town and to the appearance of the Conservation Area.
- (f) MDDC to integrate the aims of the scheme into all relevant strategic documents relevant to forward planning, empty homes and property in Cullompton
- (g) MDDC to obtain indications of support from Devon County Council, Cullompton Town Council, Cullompton Town Team, Culm Valley in Business and the Cullompton Neighbourhood Plan Group.

(Proposed by the Chairman)

Note: * Report previously circulated; copy attached to the signed minutes.

12 **Economic Profile (01:32:48)**

The Group had before it, and **NOTED**, a report * of the Head of Communities and Governance informing it of the intention to provide regular updates on the state of the Mid Devon Economy.

The Community Development and Regeneration Manger sought advice from the Group as to how they would like economic statistical information presented to it in the future since this information needed to be as meaningful as possible whilst bearing in mind the limited resources within his team. The vast majority of the information in the current format would be repeated at each meeting since it was produced on an annual basis.

It was reported that:

- There were high proportions of people in Mid Devon with good qualifications, however, despite this gross weekly pay was lower than average.
- The claimant count was the best indicator for employment levels.
- Mid Devon had exceptionally low unemployment levels.
- There needed to be a focus on skills retention.

It was requested that information be provided to show how many people actually commuted outside of the area where they lived in order to go to their employment. It was stated that less people would commute if there was better quality employment within the district. The towns would also be more vibrant if people chose to stay and work near the town where they lived.

A brief discussion took place regarding potential new development on the eastern side of Cullompton and the opportunities this may bring provided the necessary infrastructure surrounding the motorway junction was in place.

Note: * Report previously circulated; copy attached to the signed minutes.

13 **Work programme 2016/17 (01:51:19)**

It was **AGREED** that, where possible, the following subject areas be included into the work programme for the Group over the next 12 months:

- Recognise that the local MP's were a powerful lobbying mechanism and invite them to attend a meeting to outline the Council led projects which needed their support.
- Culture and art and their contribution to regeneration.
- Updates in relation to the Broadband and Mills projects.
- Problems facing the agriculture industry
- Recognise that Devon is one of the largest food producing counties and consider setting up a food hub such as the one in Ludlow.
- Regular updates on the amounts of funding being drawn in and the numbers of new businesses in the district.
- A report on the tourism survey.
- A fresh look at car parking and its impact on the economy.
- Effects of devolution, could opportunities be maximised?
- Greater Exeter proposals

14 **Identification of items for the next meeting (02:02:25)**

The following items were identified for the next meeting:

- Economic Development update.
- Economic profile.
- Any item discussed in the previous agenda item which could be progressed and reported on.

(The meeting ended at 7.35 pm)

CHAIRMAN

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ECONOMY PDG
21 JULY 2016

TIVERTON TOWN CENTRE ACTION PLAN

Cabinet Member Cllr Richard Chesterton
Responsible Officer Amy Tregellas, Head of Communities & Governance

Reason for Report: To provide members with the first draft of the Tiverton Town Centre Action Plan and to give them the opportunity to shape the plan before it goes out for consultation.

RECOMMENDATION: That the report is noted.

Relationship to Corporate Plan: The report applies to the Council's corporate objectives for the economy.

Financial Implications: Any projects listed within the strategy will be subject to a worked up business case to ensure that any investment will deliver a return and give good value for money.

Legal Implications: None

Risk Assessment: None

1.0 Introduction

1.1 The purpose of this report is to provide members with the first draft of the Tiverton Town Centre Action Plan and to give them the opportunity to shape the strategy before it goes out for consultation.

1.2 Consultation would take place with the Tiverton Business Forum, other stakeholder groups and the public. The consultation will take place for a period of six weeks from Friday 22nd July to Friday 2nd September 2016. Any relevant feedback from the consultation will be incorporated into the action plan and it will return to the PDG in September.

Contact for more Information: Rachel Jenman, Town Centre Manager
rlenman@middevon.gov.uk

Circulation of the Report: Cllr Richard Chesterton, Management Team

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MDDC

TIVERTON

Overview

Towns and city centres are at a critical point, needing to reinforce and redefine their role and function in response to huge economic shifts and new national policy for retail development.

...the increasing domination of large chain stores left our communities and high streets vulnerable to economic shocks.” The 2010 Clone Town Britain Report

High streets need to be multi-centres now offering all types of recreation not just clone centres of brands.

There have been significant changes in the make-up of town centres, in footfall, the South West saw a 12.9% decline in 2014 and in consumer behaviour towards retail parks and online shopping, the UK are in the top 5 countries with nearly 14% of sales are online

The High street landscape has changed significantly with a rise in cafes, betting, charity shops and takeaways and a strong leap forward for lower quality brands. Some of the more well-known brands are opting for larger units in one location out of town such as concept stores of Next.

Despite these shocks there is still a strong commitment to the High street, and feelings are pretty high. Town centre occupancy in the South West is strong at over 90% and is on a par with the South East.

Business Resilience

The south West has low unemployment rates and a strong trend towards entrepreneurship although this may be focussed towards larger areas and cities.

Population change

The older population will grow rapidly in the South West and the working age population will grow slower than the UK average undermining spending.

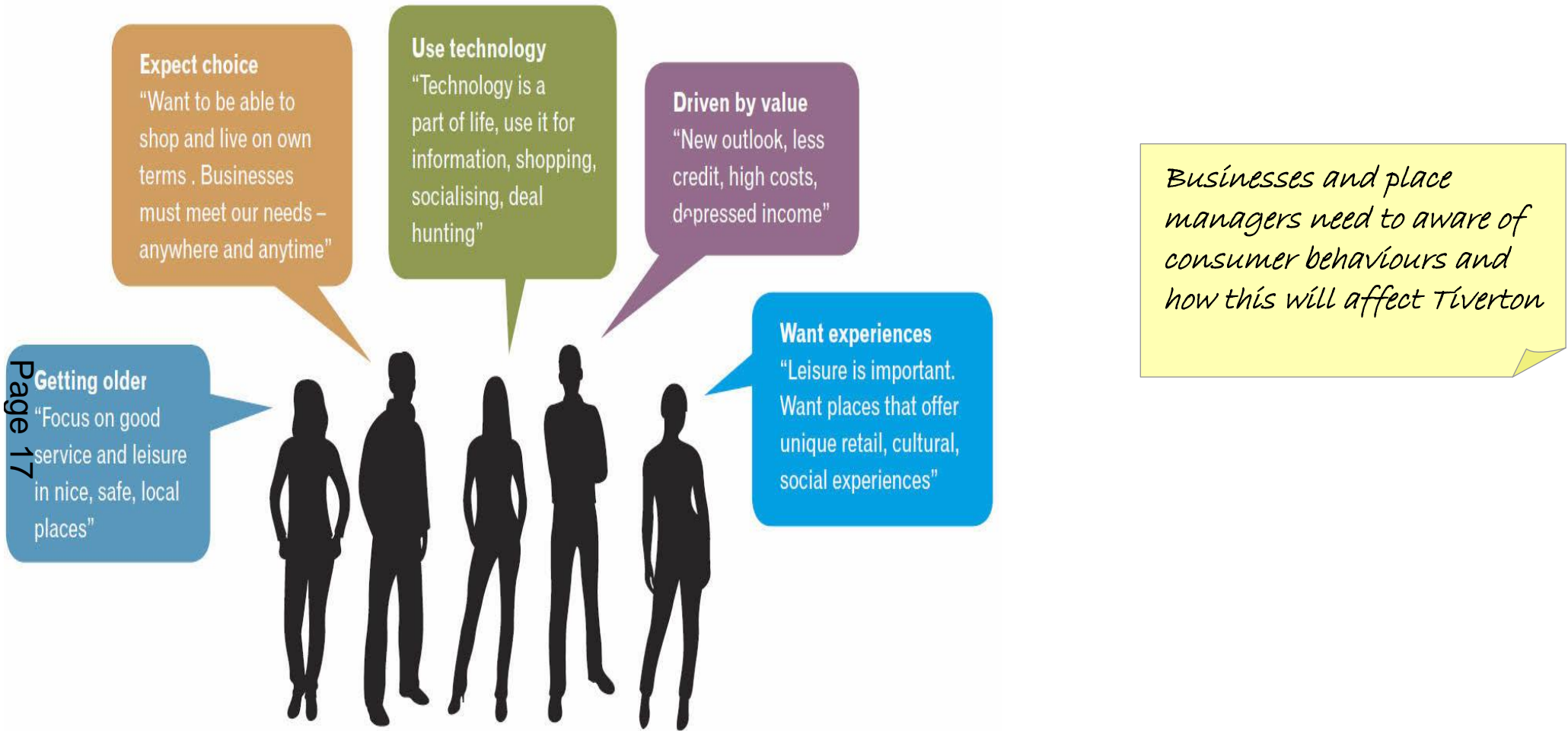
Technology- Top 3 Experian digital segments

It is important to understand your consumers and how they behave.

- Bargain Hunters, Internet Entrepreneurs, Newshounds

The retail industry employs around three million people. One in ten of those in employment currently work in the retail sector – the highest proportion of UK private sector employment.

450,000 shops in the UK, owned by 300,000 enterprises





Top Table: affluent older couples and families

- Focus: leisure, culture, independent retail, tech savvy
- Where? London, South East



Urban Pulse: cosmopolitan city dwellers

- Focus: fun, variety, premium brands, choice, tech savvy
- Where? London, South West (Bristol), North East (Newcastle)



Juggling Parents: higher income families

- Focus: family, time-poor, convenience, early tech adopters
- Where? South East, East



Family Value: mid to lower income families

- Focus: value, constrained incomes, safe family oriented places, Internet shopping
- Where? South East, South West, East, West Midlands, East Midlands, North East, Yorkshire, North West



Daily Challenges: hard pressed singles and families

- Value, low incomes, poor opportunities. High users of tech for socialising.
- Where? London, West Midlands, East Midlands, Yorkshire, North West



Retiring in Style: affluent retired

- Focus: service, access, culture, local heritage. Increasing use of technology
- Where? South West, East, East Midlands



Tough Vintage: struggling retired

- Focus: value, survival on state pension, access. Little to no tech use.
- Where? West Midlands, North East, Yorkshire, North West

Key groups for South West are

- *Mid to lower income families*
- *Retiring in Style*
- *Urban Pulse though for Tiverton this would probably relate to Exeter but this is a close destination for Tiverton*

One of the key things the High Street 2020 report by Manchester Metropolitan and the Institute of place management data showed was that town and city centres were used in different ways and at different times. Analysis of the data has identified 4 basic town types with different attributes and which require different management solutions. Tiverton is a Market Town

Market Town

The data suggests there are two types of market town. The first no longer functions as one. There is not a strong market and other important services such as the cottage hospital or registry office have gone. Their footfall profile is like the Convenience/Community Town. In contrast, the functional market town has peaks in footfall around Easter, the start of the summer and in the pre-Christmas period. The modern market town offers a little bit of everything. Convenient shopping, local health services, leisure and recreation, as well as pubs, coffee shops and restaurants and perhaps some comparison retailing.



What is Tiverton to be classed as, maybe it's time it moved from a traditional market town offering to something different for the future generations with a growing population as the centre of Mid Devon!

The Tiverton challenge!

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PLACE		
Activity	Detail/Action	Timescale
Street cleanliness <ul style="list-style-type: none"> Weeding Pruning 	<ul style="list-style-type: none"> Community groups & Cllrs organise street cleans and graffiti removal on a quarterly basis Street cleanse audit organised for 19th July with MDDC waste Management 	July 2016 Ongoing
Facilities Converting Phone boxes Page 22	Issue: There is a need for toilets & baby changing as the only other facility will be in the shops or cafes, essentially driving most to Costa. The issue is that these facilities are normally hard to keep clean and pleasant for visitors with a lack of funding. <ul style="list-style-type: none"> Work with businesses in the town and the Town Council to examine the options for toilets & baby changing facilities within the town centre Investigate the phone box adoption scheme with BT to see if there is a possibility of turning it into a small business area such as café as in Birmingham town centre or to a community use like Bolham. 	Ongoing 2016
Street Furniture	Issue: Phoenix Lane area is cluttered with lots of seating and trees that need to be pruned to give a clearer view of the start of the Fore Street. This is currently a barrier to the start of the High Street <ul style="list-style-type: none"> Undertake an audit of street furniture in the town and consider whether additional street furniture is needed or if existing street furniture can be placed in alternative areas such as Market Walk and market areas such as Decorum borough council http://www.dacorum.gov.uk/home/regeneration/hemel-evolution/marlowes-shopping-zone/marlowes-pedestrianised-shopping-area-and-bank-court 	
Signage	Issue: Signage is out of date and needs attention <ul style="list-style-type: none"> Signage for coach parking to be added at William Street car park Finger post to be recoloured (town branding) Wayfinding signs to be re skinned and additional signage placed at top of Fore street/Bampton street and West Exe 	July 2016 Ongoing

Lighting	<p>Issue: lighting needs to be improved to make the town more accessible and for people to feel safer, particularly at night</p> <ul style="list-style-type: none"> • Speak with DCC to investigate the feasibility of making changes to LED lighting in town centre to reduce costs • Investigate and cost alternative lighting sources in dark areas to improve night time uses and highlight lovely buildings and make alleyways more interesting • Investigate and put together a business case regarding the possibility of introducing digital signage. 	Dep on funding opps
Planting	<ul style="list-style-type: none"> • To support Town Council with Tiverton in Bloom • Work with community groups to investigate whether they are interested in taking over car park areas of land to improve attractiveness of town • Market areas to be planted and use of veg areas for living well connections with market manager 	Ongoing 2016/17
Paving	<ul style="list-style-type: none"> • Work with DCC highways to investigate sources of funding to improve and replace paving • Look at alternative options for tarmacking of area around market, undertaking a feasibility study and make a bid to the capital programme 	2016 Dep on funding options 2017
Living above the Shops	<ul style="list-style-type: none"> • Work with the Empty Homes officer at MDDC towards enabling landlords with empty town centre residential units to convert and let, in a secure environment to bring more professional and families with disposable income into Tiverton Town centre to drive spend and retail mix. 	August 2017

BUSINESS & OFFER

Activity	Detail/Action	Timescale
Town Centre Forum /Engagement with Stakeholders	<p>Support the newly formed Tiverton Business Forum by helping them to:</p> <ul style="list-style-type: none"> • Form a constitution as a voluntary org with a constitution • Obtain a bank account • Vote on key group roles • Develop projects plans for town • Network • Set up an Events Committee formed of business, Cllrs and residents 	Now & ongoing long term
Data Collection Retail consultants	<ul style="list-style-type: none"> • Examine the feasibility of using a provider such as LDC/Springboard or Experian for footfall and town centre data. 	
Planning	<ul style="list-style-type: none"> • Continue to build a relationship with planning team to aid new & existing businesses to obtain the information that they need and also ensuring that the town is represented in any discussions relating to key sites. • Work with colleagues in Planning to pull together relevant information into a streetscape manual which can be handed out to businesses to ensure they know about planning and conservation areas and advertising 	August 2016 ongoing
Dementia Friendly Town	<ul style="list-style-type: none"> • As part of the HSIF work with the Town Council to grow the Dementia Action Alliance in Tiverton and develop a card system for retail to help people remain as an active part of the community for longer. 	2016 to 2017 funding stops
Market	<ul style="list-style-type: none"> • Work with and support the Market Manager and team to deliver the market strategy 	Dates in Strategy
Independent Core Retail	<ul style="list-style-type: none"> • Work with the Tiverton Business Forum to develop the key USPs for Tiverton and incorporate these into branding, marketing and promotion. • Data to be collected on shopping habits (via a survey), demographic, footfall and potential for Tiverton • Examine the feasibility of a Click and collect store in town centre. I have contacted Doodle and am looking at speaking to collect plus for a small Pop up shop for the town to cut down the need of out of town travelling. • Develop existing talent and help them stay in Tiverton with the support of the Economic Development team (i.e. business support, training, business planning, advice and guidance). 	July to August 2016

Night time Economy	<ul style="list-style-type: none"> • Look at options that are available to the town centre to develop the night time economy in light of the opportunities arising from the Premier Inn development. Options could include development of family mid-range restaurants to a higher quality wine bars and a better leisure options. • Develop the Market as a key venue for a pop up restaurant with Petroc • Explore opportunities of working with the Tivoli to bring an outdoor cinema to town with one option being Tiverton Market 	2017
Loyalty	<ul style="list-style-type: none"> • Work with the Tiverton Business Forum to investigate the feasibility of a Tiverton pound, similar to schemes being run in Brixton & Totnes • Work with the Tiverton Business Forum on potential options for a gift card or loyalty system 	2017
Business mentoring	<p>Creation of a series of Business workshops for the town looking at:</p> <ul style="list-style-type: none"> • Visual Merchandising • Customer Service • Finance • Marketing and Social media • Business planning <p>Work with BIP and Petroc to put these together, to ensure that current businesses can be as resilient as possible</p>	July 2016
Developing start-up businesses	<ul style="list-style-type: none"> • Investigate areas, options and the feasibility of creating areas for start-up businesses with smaller rents and a break on business rates to get started in quieter ends of town and the market. Investigate introducing a Dragons Den style competition to bring new businesses into the town centre 	2017
Funding	<ul style="list-style-type: none"> • Finding alternative sources of funding and fundraising for the town centre and business partnership, also working with community groups to access this. 	Ongoing
Town centre new Business pack/ Business Portal	<ul style="list-style-type: none"> • Create a new business pack which contains information such as planning contacts/ Town Centre Manager contact/Forum contacts and link to the Business pages on the MDDC website 	2017
South West Networking Group	<ul style="list-style-type: none"> • Work with the recently established networking group made up of BIDs and Town Centres including North Devon, Weston Super Mare, Plymouth and others to share best practice 	2016/2017

SECURITY

Activity	Detail/Action	Timescale
Strong relationship Police	<ul style="list-style-type: none"> • Continue to build and develop our relationship with the Police and the new inspector Stephen Bradford. • Facilitate building relationships between the Police and the Tiverton Business Forum 	Sept 2016
Tiverton Against Retail Crime Association (TARCA) & Communication	<ul style="list-style-type: none"> • Social Media has been used to tackle shoplifting and crime within the town centre and this has been a success and is working well. Next steps are to develop this into a website where more information can be placed and to link with Exeter Businesses Against Crime (EBAC) group. • TARCA chair has joined the Forum recently to develop social media and work with Pub watch • Work with the Community Safety Team to look at options for funding to enable more hours for CCTV operator 	Start 2016 on going into 2017

MARKETING, BRANDING & EVENTS

Activity	Detail/Action	Timescale
Website	<ul style="list-style-type: none"> Work with the Tiverton Business Forum to either review and update the Explore Tiverton Website or to work with a local business to develop a new website. 	Summer 2017
Social Media	<ul style="list-style-type: none"> Work with the Tiverton Business Forum to help them develop a communication strategy Work with the Tiverton Business Forum to help them develop a package of social media to market and promote the town centre 	End of 2016
Digital /Loyalty	Investigate the feasibility of the projects such as Wi-Fi throughout the town centre, Town centre App connected to the website, Digital marketing and Online click and collect via website for town centre	2017/18
Branding and retail map	<ul style="list-style-type: none"> We have a 'This is Tiverton 'branding which will go across all of Tiverton, this will expand to say, this is Tiverton Life, attractions, family, retail etc. The streets have been colour coded and turned into quarters and this is shown on the retail map and will also be expressed on signage across the town. The idea is to give the areas an identity. Banners are currently up and there is a possibility they can be permanent, I am working with enforcement team to look at a long term advertising consent for the high street areas. 	2016
Events	<ul style="list-style-type: none"> Work with the sub group of the Tiverton Business Forum which has been set up as an Events Committee on projects and events such as: Christmas carnival for 2016. Creation of a series of events for the market and town centre with Events officer separate to Forum events Looking at series of Street markets on Fore Street such as larger farmers markets or fashion related options. Petroc have a link with Beauty Unseen project and Vivienne Westwood Dr Bike event with police Developing Town trails with Civic society 	2016/2017
Awards	<ul style="list-style-type: none"> Actively apply for awards such as the Great British High Street Award, ATCM awards or any other relevant award 	2017
Marketing Plan	<ul style="list-style-type: none"> Working with the Tiverton Business Forum to create an independent campaign for Tiverton which will link to the Tiverton pound/Loyalty card and the Town brand. 	2016

ACCESSIBILITY

Activity	Detail/Action	Timescale
Masterplan & Town Centre Flow	<ul style="list-style-type: none"> Work with colleagues on the Masterplan for the Town Centre 	Later 2016
Car Parking	<ul style="list-style-type: none"> Report back to the Economy PDG regarding the effect of the changes to the cost of car parking on the town centre, including footfall, dwell time and spend 	2016/early 2017
Public Transport	<ul style="list-style-type: none"> Work with GWR and Stagecoach to examine ways of bringing more people into Tiverton. For example Stagecoach are happy to look at possible joint advertising with Tiverton and GWR have agreed to look into a promotional ticket into Tiverton, details to be discussed. Look at possible options for linking Tiverton parkway with the town centre. 	End 2016/2017

Key Data

Data from Devon County Council ED team shows that vacancy rates in Tiverton are very low compared to UK average.

Local Data Company – Tiverton town centre (summer 2015)			
	All Vacancy Rate	Retail Vacancy Rate	Leisure Vacancy Rate
GB	11.2%	12.4%	8.0%
Tiverton town centre	5.4%	6.2%	2.6%
Comparator area - Cullompton town centre	13.2%	15.6%	0.0%

This data from 2015 shows that Tiverton has a healthy vacancy rate

A suggestion of comparison towns from DCC are:

1. East Dereham (Norfolk) – very similar in many ways to Tiverton. Not sure what they're doing.
2. Frome (Soms) – similar again to Tiverton. Not sure what they're doing.
3. Ludlow (Shropshire) – slightly smaller and quite pretty and very strong focus on quality local food
4. Stroud (Glos) – lots of local food and events
5. Bridport (Dorset) – lots of events and local food and now buzzing. Slightly smaller than Tiverton. Very nice place.
6. Totnes - very low vacancy rate and focus on alternative offer. However the difference here is the local demographic is fairly different to Tiverton. Smaller population than Tiverton.
7. Morpeth and Hexham in Northumberland. Don't know much about these towns but I think they are doing ok and are quite distinctive.

I will be looking into these areas, I will also be putting Mid Devon forward for any research from the Institute of Place management who have recently completed High Street 2020 research looking into the top 100 factors of influence for people visiting a town, the top 25 are in Appendix A.

Political Arena

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On 30th June 2016 Market Town regeneration was raised in the House of Commons by Chippenham MP Michelle Donelan and Brandon Lewis agreed that a regeneration plan had to be put in place. Town centres need to be a priority moving forward. <http://www.parliamentlive.tv/Event/Index/de382e81-d76d-47bf-86b3-829bcdd3e573>

Bibliography

1. Experian & ATCM, "Town Centre Futures," ATCM June 2014
 2. Historic England, "[The Changing Face of the High Street: Decline and Revival](#)," 8th July 2013
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Appendices

Appendix 1 IPM report High Street 2020 Executive Summary listing top 25 priorities for town centres.

PRIORITY	FACTORS
1. ACTIVITY HOURS	Opening hours; shopping hours; evening economy
2. APPEARANCE	Visual appearance; cleanliness
3. RETAILERS	Retailer offer; retailer representation
4. VISION&STRATEGY	Leadership; collaboration; area development strategies
5. EXPERIENCE	Service quality; visitor satisfaction; centre image; familiarity
6. MANAGEMENT	Centre management; TCM; place management
7. MERCHANDISE	Range/quality of goods; assortments
8. NECESSITIES	Car-parking; amenities; general facilities
9. ANCHOR STORES	Presence of anchor stores - which give locations their basic character and signify importance
10. NETWORKS & PARTNERSHIPS WITH COUNCIL	Networking; partnerships; community leadership
11. DIVERSITY	Attractions; range/quality of shops; nonretail offer; tenant mix; tenant variety; retail diversity; availability of alternative formats
12. WALKING	Walkability; pedestrianisation/flow; crossshopping; linked trips
13. ENTERTAINMENT AND LEISURE	Entertainment; leisure offer
14. ATTRACTIVENESS	Place attractiveness; attractiveness
15. PLACE ASSURANCE	Atmosphere; BIDs; retail/tenant trust; store characteristics.
16. ACCESSIBLE	Convenience; accessibility; public transport
17. PLACE MARKETING	Centre marketing; marketing; tenant/manager relations; orientation/flow merchandising; special offers
18. COMPARISON/CONVENIENCE	The amount of comparison shopping opportunities compared to convenience (usually in percentage terms)
19. RECREATIONAL SPACE	Recreational areas; public space; open space
20. BARRIERS TO ENTRY	Refers to obstacles that make it difficult for interested retailers to enter the centre's/High Street's market
21. CHAIN VS INDEPENDENT	Number of multiples stores and independent stores in the retail mix of a centre/High Street
22. SAFETY/CRIME	A centre KPI measuring perceptions or actual crime including shoplifting
23. LIVEABLE	Multi/mono-functional; connectivity; liveability

24. ADAPTABILITY

Retail flexibility; retail fragmentation; flexibility; mixed-use; engagement; functionality; store/centre design; retail unit size

25. STORE DEVELOPMENT

The process of building, upgrading, remodelling or renovating retail stores

Link to the report <http://www.placemanagement.org/media/57742/HSUK2020-End-of-Project-Reportcompressed.pdf>

Appendix 2

100 ways to help the High Street 2009 Association of town centre management link <http://www.100ways.org.uk/>

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ECONOMY PDG
21 JULY 2016

TIVERTON MARKET STRATEGY

Cabinet Member Cllr Richard Chesterton
Responsible Officer Amy Tregellas, Head of Communities & Governance

Reason for Report: To provide members with the first draft of the Tiverton Market Strategy and to give them the opportunity to shape the strategy before it goes out for consultation.

RECOMMENDATION: That the report is noted.

Relationship to Corporate Plan: The report applies to the Council's corporate objectives for the economy.

Financial Implications: Any projects listed within the strategy will be subject to a worked up business case to ensure that any investment will deliver a return and give good value for money.

Legal Implications: None

Risk Assessment: None

1.0 Introduction

1.1 The purpose of this report is to provide members with the first draft of the Tiverton Market Strategy and to give them the opportunity to shape the strategy before it goes out for consultation.

1.2 Consultation would take place with the Market Traders, the Tiverton Business Forum and the public. The consultation will take place for a period of six weeks from Friday 22nd July to Friday 2nd September 2016. Any relevant feedback from the consultation will be incorporated into the strategy and it will return to the PDG in September.

Contact for more Information: Alan Ottey, Market Manager – aottey@middevon.gov.uk

Circulation of the Report: Cllr Richard Chesterton, Management Team

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Tiverton Market Strategy

2016 to 2026

A vision for the next 10 years

Contents

Foreword – the National perspective	3
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Vision and themes	10
Key strategic outcomes and actions	12
Challenges, threats and risks to the strategy	25
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National perspective

Markets have a very long history and have been focal points in the centres of British towns and cities for as long as they have been in existence. As such they have represented important public spaces. Markets can offer possibilities, not only local economic growth, but also for people to mingle with each other and become accustomed to each other's differences in a public space. They therefore can act as potential focal points for local communities, a site of public interaction and retail spaces.

Markets, like the whole retail arena, have been affected by the downturn in the economy. There are many challenges to be met and not only by markets. The market plays a vital role in the 'High street' revival. With the introduction of the 'Mary Portas' independent review and the subsequent pilots, all applications emphasised the considerable value of markets throughout the country.

There are challenges for markets managed by local authorities. These cover issues like investment and budgets. There are also some restrictive regulations that need modification as things like staid product choice and traditional opening hours diminish opportunity. The reasons for the plight of many markets are varied and complex but there are economic and social benefits in maintaining and developing them.

Recently a survey was carried out by the National Association of British Markets Authorities resulted in the following facts:

- 1,225 retail markets.
- 33,000 market traders.
- 1,000 apprentices employed by market traders.
- 55,000 people employed directly on retail markets.
- Retail market turnover of around £2.5 billion a year.
- £36.6 million invested to improve retail markets.

- 65% of retail markets are run by local authorities.
- An estimated 30 billion shopping visits to retail markets per year.

Markets across the country are being invested in, resulting in regeneration of an area and trade. As a result of the economic changes in the last few years, the opportunities for small business development, through a market, have greatly supported the number of new start up entrepreneurial businesses. They are incubator areas and allow development of business without the necessity for a large cash investment.

In surveys it was found that 42% of customers would not visit an area if the market was not present, which illustrates that many customers see the presence of markets as a key deciding factor in whether or not they shop in a certain area.

The largest direct impact from market trade is the revenue generated by local retailers. Customer surveys show a highly positive attitude towards markets. In addition to the local benefits, tourists will often cite markets as a key reason for travelling to an area.

As in many areas the trader is a local resident dealing with local shoppers, this has a beneficial impact on the local economy. For every £1 spent by a local person with a local trader, that £1 will be worth about £1.70 to the local economy. If that local trader then spends it with another local business, that £1 will then be worth around £2.20. Spend that £1 with a multi-national company then it has a value of about £0.22 to the local economy.

There are several reports over recent years of the value of markets. Most of these emphasise the importance to community and boosting local small business and entrepreneurship.

With the growing pressures on local authority budgets, failing or loss making local authority run markets are transferring to private control, as recent data seem to indicate the private sector outperform those managed by the council.

Trends in markets are changing. 'Street food' is certainly becoming very popular, especially with the lunch time trade from local businesses and offices. Crafts are another area where there is an increased demand. This shows there is a move from the 'cheap' goods sold out of a box to a better quality of goods. Markets will change in the future as the customer changes and the whole retail arena develops. This is complex and things change dependent upon the areas demographic.

The Government have given support for markets and at the Department of Communities and Local Government (DCLG) the Minister for Local Government is also Minister for markets. They have given financial support to national promotions such as 'Love Your Local Market', 'Markets Fortnight' which now has developed into an international event across the world. They see the importance of the market as a place for giving economic opportunity for aspiring entrepreneurs (low cost and risk) and have a role in helping creating community cohesion,. They also recognise the support for environmental objectives, more efficient packaging methods and reduction of travel for food and customers.

The outlook for the future of markets is in general good, subject to the ability to invest, change and attract both traders and customers. As with multi-national companies, there is a need to be flexible to change and invest to ensure sustainability and a return on investment is achieved.

Tiverton Market perspective – an overview

The first question to ask is 'Does Tiverton need a market?' Historically there has been a market in Tiverton since it was established as a place where people lived. The town has evolved around the market as traders turned their businesses from stalls to shops and new traders evolved, thus creating new businesses. Tiverton market is an important part of the town's heritage and is also an essential part of the attraction for visitors.

There are many reasons for a market, many having been shown in the National perspective. Tiverton is no different to the rest of the country in this.

Vitally important to having a successful market are the 'critical success factors'. If these are missing, then maintaining a sustainable vibrant market becomes extremely difficult. The factors are:

- Sense of place
- Critical mass
- Good management

- Accessibility and permeability
- Marketing and PR
- Safety and Security
- Integration with surrounding retail offer and community
- Partnership working

The emphasis of the strategy will be on learning from the past but not living in it. Unless markets react to the changing customer they will in time disappear. Change is happening and the industry has to accordingly and there are opportunities to ensure the sustainability of the market in the future.

Outlined are the initial 'good' and 'bad' impressions around which the strategy was developed.

Good Impressions

- Historic building
- Positioned in a 'Market Town'
- To some extent a visitor attraction
- Some good traders with local produce (very good fruit and veg stalls)
- On the whole traders welcoming
- Very reasonable rents/tolls
- Room for expansion
- Good night time markets at intervals throughout the year and well attended

Bad Impression

- Hard to locate as a visitor to town
- Poor signage from town centre
- Building all glass and cold during winter with the design
- Looks 'tired' and bland
- Looks dirty and paintwork poor. Badly in need of cleaning
- Faulty doors and design in need of attention
- Lack of variety, especially in food

- Poor facilities for café area, makes it look unsuitable
- Lock ups also not fully fit for purpose and small space for display etc.
- Whole area could do with 'face lift' to help regenerate this part of the town
- Lack of younger generation and young families using the market, i.e. mainly reliant on older generation
- Lack of promotion
- Review of written policies, regulations etc. to make the market compliant with markets law.
- Review of vision and strategy
- High car park charges for size of town restricting dwell time and spend with businesses
- Lack of footfall

There are problems with the current market as have been identified above and there is a need for change and improvement. The strategy will consider the current layout of the market and the potential to make changes, thereby creating inviting areas for customers and tourists to dwell. Without some action then Tiverton market will become a burden to the council and will result in the council continually subsidising its existence. Evidence across the country has shown with investing some resource into improving the market, then, sustainability becomes a reality. A return on the investment will happen, the length of time of this depending upon the amount and type of resource provided.

The installation of effective management and changes in outdated policies can result in a return in investment within a short time. Improvements in appearance will also result in return on investment but over a slightly longer period.

With a successful market, then the expectations of a reasonable return are achievable. Traders will pay appropriate rents if successful and there is a good footfall. This is the same as the retail property sector where rents are more achievable in areas of greater footfall and trade.

As with any investment, there is a need to have a vision as to its outcomes and a strategy to follow. This is very apparent with the successful markets around the country and there are plenty and even more taking action. The vision for the market has been written to incorporate all aspects of the benefits of a market.

The strategy takes into account all the aspects of the vision so as to enable the market to be sustainable throughout the 10 year life of it. Actions are achievable over this length of time and can be quite easily attained if a robust and effective management of the market is in place.

It is very difficult to evaluate the market thoroughly as there are no base lines to work from other than rental income. As the voids increase, then the profitability of the market and its sustainability will come under question and remain a loss maker for the council. Efficiently managed and with strong leadership from Council, the market can create a surplus in time and add value to the economy of the town.

Markets in the country do have a future, as can be shown from the successes up and down the country. They do support many aspects of Council policy in relation to the below:

- Provision of a trading space for small independent businesses at an affordable rate.
- Creation on entrepreneurship and innovation. This is especially so with links with colleges and the younger generation allowing them opportunities to develop business and ideas. It also improves the quality of independent businesses.
- Creation of employment within the town.
- An area which helps community cohesion and opportunities for the understanding of different cultures.
- An arena for promoting healthy living and affordable food.
- A major attraction for visitors to the town and encourage return visits.
- An area where the older generation enjoy visiting and socialising.

Most importantly the strategy will help to build the relationship between the council and small independent businesses. In addition there are hidden advantages such as the reduction of unemployment and benefits paid out, the success of the town in attracting additional business etc.

If the market is allowed to continue into decline, then there will be a loss of businesses and creation of more unemployment. It will also be less attractive to developers and investors in the town as well as loss of community.

The strategy themes are designed to be a comprehensive plan covering every aspect of current market issues and also be able to respond quickly to changes in the economic and social spheres which will happen over the next 10 years. It emphasises the need to promote the market and more working with the new generations that bring innovation and entrepreneurship to the market and beyond.

The main recommendations for taking the market and the strategy forward are:

- Establishment of a robust and effective management model which would include monitoring performance and creation of base lines.
- Build on the relationship with new businesses and the younger generation through links with educational establishments.
- Provision of business support to help create innovation and entrepreneurship.
- Consider the resource that could be allocated and establishing what the return on the investment would achieve.

Many things covered in the strategy are already under consideration and actions being taken. The market is important to the town and its economy as well as when running efficiently, creating an income stream for the council.

Tiverton market has a great potential and is a great benefit for the town. It should be aiming to be one of the south west's leading markets, which can only be good for the promotion of the town and its economy.

The Market contributes to the Councils corporate priority of the Economy through:

- Business development and growth
- Improving and regenerating our town centres
- Growing the tourism sector

Vision and Strategy Key Themes

Vision

To develop and sustain an attractive, inviting and vibrant retail market which will:

- Enhance the existing market helping to create local employment and development of business
- Add value to the economic, social, environmental and cultural fabric of Tiverton,
- Create a dynamic experience that is diverse, vibrant and adds value,
- Promotes the future whilst remembering the historic background.

This will be achieved through working with market traders, the customer and effective leadership from Mid Devon District Council. It will be flexible, so as to embrace changes in business and within the community thereby affording the opportunity to adapt to and exploit changes in business.

Key Themes

The strategy itself consists of various themes each of which has a set of actions to be undertaken

1. Market Position - Monitor and determine the sustainability of the market.
2. Market Management – Establish a proactive, effective and efficient management regime which contributes to the themes of the market strategy.
3. Marketing and promotion - To maximise the marketing and promotion of the market with a view to increasing visitors.
4. Improving potential, maintenance and cleanliness – to establish a regime in relation to maintenance and explore and evaluate the various options for the improvement of the trading arena.
5. Social and community – Engage with the community and seek to provide a market that they want to visit and that they enjoy visiting.
6. Consultation – to engage with both the customer and the trader so an understanding of the relationship can be achieved.

7. Economy and regeneration – To increase the diversity and vitality of the market to support the ‘Tiverton’ offer.
8. Innovation, entrepreneurship and enterprise – to encourage the development of new business by building relationships with educational institutions, job centre plus and other initiatives which help provide assistance to business.
9. Culture and tourism – to be a major part of the town’s cultural heritage and provide support to events and creating the sense of place.
10. Ethical and environmental – provide a good and safe environment for visitors to the market and increase the opportunities for reducing waste and increasing recycling.
11. Educational liaison – to liaise with educational institutions and assist in providing produce and business awareness.
12. Food and health – to promote a healthy life style through good food knowledge

Themes

Management					
Theme 1	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Market position	To monitor and determine the sustainability of the market.	<ul style="list-style-type: none"> • Sustainable rents and charges. • Regular meetings with traders to create partnership • Balance of goods creates competition but not saturation. • Establishment of appropriate hours of trading according to demand changes. • An inviting and safe atmosphere. • Establishment of best practice in the markets industry. • Develop better liaison with town centre businesses and other like business organisations. 	<ul style="list-style-type: none"> • Monthly report and analysis: occupancy and health check which includes footfall counting. • Establish monthly trader meetings. • Continual review of trading hours with a view to monitoring the town's retail main trading times. • Introduce balance of goods policy to prevent saturation, allow competition and raise standards. • Introduce annual survey to identify and improve customer satisfaction • Learn, share and promote best practice from NABMA, ATCM and other major organisations. • Monthly comparison shopping basket between the market and a local supermarket. • Annual review of market rents and fees. 	April 2016	Introduced 04/16
				April 2016	Complete 04/16
				Ongoing	(reviewed 06/16)
				September 2016	
				September 2016 and annually	
				Ongoing	(reviewed 06/16)
				December 2016 and ongoing	

Theme 2	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Market management	To establish a proactive, effective and efficient management regime, this will contribute to the delivery of the themes of the market strategy.	<ul style="list-style-type: none"> Review the level and the type of management required. System of management to comply with DCLG best practice guidance. 	<ul style="list-style-type: none"> Carryout a review of the market management and implement a management model to support the market regeneration. Implement a training programme to achieve an effective management team (e.g. Diploma in Markets management provided through NABMA and Institute of Place Management). 	<p>January 2017 and ongoing annually</p> <p>December 2016</p> <p>January 2017</p>	

Theme 3	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Marketing and promotion	To maximise the marketing and promotion of the market with a view to increasing visitors.	<ul style="list-style-type: none"> Communications plan supported by an active website and social media presence. Develop a Tiverton Market brand. Consider potential of a 	<ul style="list-style-type: none"> Develop and implement communications plan. Use the Tiverton Market brand on all communications and publicity. Establish markets 	<p>October 2016</p> <p>October 2016</p> <p>March 2017</p>	(facebook and twitter currently

	<p>quarterly magazine or link with council magazine.</p> <ul style="list-style-type: none"> • Annual programme of targeted customer promotions. • Ensure liaison with County Council Trading Standards and MDDC Environmental Health. 	<p>website, blogs and use of social media to promote market.</p> <ul style="list-style-type: none"> • Introduce dedicated support and advice structure for trader on using digital marketing and social media • Introduce a market magazine or supplement and design leaflets/publicity targeting specific customers and ensure wide availability. • Provide a market promotional pack for residential developers and estate agents for new residents. • Attain the 'Real Deal' charter working in partnership with County Council Trading Standards. • Research and evaluate the creation of a Tiverton Market loyalty card, available to local residents/businesses. 	<p>March 2017 and ongoing</p> <p>April 2017 and ongoing</p> <p>April 2017 and ongoing</p> <p>April 2017</p> <p>June 2017</p>	<p>being used)</p> <p>Liaison and visits carried out and ongoing</p>
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			<ul style="list-style-type: none"> Encourage regular visits by MDDC Environmental Health to carry out random checks 	May 2016 and ongoing
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Theme 4	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Improvement potential maintenance and cleanliness.	To establish a regime in relation to maintenance and cleanliness and explore and evaluate the various options for improving the market.	<ul style="list-style-type: none"> Review: the cleaning regime; how structural and stall issues are dealt with; research improvements of market layout. Review financial implications of improvement changes. Propose changes to internal 	<ul style="list-style-type: none"> Introduce maintenance plan to ensure stalls fit for purpose thereby encouraging full occupation and a sustainable market supplemented by monthly inspection report. Implement a cleaning regime and ensure it works efficiently and effectively to the highest standard following tender for contract. Provide recommendations over financial implications affecting the market and sustainable running costs 	<p>April 2016</p> <p>January 2017</p> <p>January 2017 Annually and as and when changes occur</p>	(monthly inspections started and recorded April 2016)

		<p>appearance and areas surrounding the market including the lock-ups and supported by detailed costing and resources necessary to implement.</p> <ul style="list-style-type: none"> • Traders are consulted on all potential changes and their input considered and acknowledged. 	<p>should any changes occur.</p> <ul style="list-style-type: none"> • Produce a business case outlining options and feasibility on any changes which could be considered together with approximate costings which includes alternative stall types for inside market to improve the appearance and canopies and umbrellas for outside lock-up stalls etc. • Introduce colour to market in different forms i.e. art, coloured cloth etc. to improve internal and external appearance. 	<p>September 2016</p> <p>September 2016 and ongoing</p>
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Communication

Theme 5	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Social and community	To engage with the community and seek to provide a market they want and enjoy visiting.	<ul style="list-style-type: none"> • Create an environment for the town's changing communities. • Supporting town diversity through foods, crafts, performing arts and culture. • Maximise opportunities for 	<ul style="list-style-type: none"> • Use the demographics of the local area and its influence; review it regularly and target marketing appropriately with an action plan. • Provide opportunities for the community to engage in a welcoming atmosphere using performing arts etc. to show the diversity of the area. 	<p>October 2016 and ongoing</p> <p>June 2016 and ongoing</p>	<p>Themed entertainment started May 2016 monthly (budget allowing) ongoing Country Markets</p>

		increasing the opportunity for disposable income to be spent on the market.	<ul style="list-style-type: none"> • Develop the potential for specialist markets such as craft markets, teenage markets and specialist food markets. • Create an environment to attract and keep younger shoppers interested. • Use shopper lifestyle profiles to increase market use. 	<p>December 2016 and ongoing</p> <p>January 2017 and ongoing</p> <p>April 2017 and annually</p>	introduced Wed once a month from May 2016
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Theme 6	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Consultation	To engage with both the customer and the trader so an understanding of the relationship can be achieved.	<ul style="list-style-type: none"> • Improved relationships between the council, market traders and other interested parties. • Membership of relevant organisations to enable continual 	<ul style="list-style-type: none"> • Carry out an annual shoppers' survey by selecting certain questions which can be monitored against previous performance. • The market becomes a member of business groups in the town centre. • Carry out a 'Secret Shopper' exercise annually to ensure 	<p>September 2016 and annually</p> <p>August 2016</p> <p>May 2017 and annually</p>	Currently attends the Town Centre Forum

	<p>review of best practice.</p> <ul style="list-style-type: none">• Establish an active 'Friends of the Market' forum to enable important 'feedback' and suggest improvements.	<p>there is consistent quality and customer service.</p> <ul style="list-style-type: none">• Produce terms of reference and constitution for a 'Friends of the Market' group and recruit suitable members.• Maintain membership and involvement with NABMA and any other relevant body.	<p>April 2017</p> <p>Ongoing annually</p>
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Theme 7	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Economy and regeneration	To increase the diversity and vitality of the market to support Tiverton's overall retail offer.	<ul style="list-style-type: none"> Enhanced vitality of the town centre. Opportunities for small businesses and employment provided. An open regenerated market which attracts customers. Tiverton` market is attractive to local businesses thereby supporting economic development. 	<ul style="list-style-type: none"> Undertake research to identify the demand for the different types of markets to ensure the right format can be established. KPI's to identify poor performance and allow quick remedial intervention. Actively encourage the market traders to trade and work with each other. Actively encourage new business onto the market and thereby extend the "offer". 	<p>September 2016</p> <p>April 2016</p> <p>April 2016</p> <p>April 2016</p>	<p>Monthly KPI's produced and ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

Theme 8	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Innovation, entrepreneurship and enterprise	To encourage development of new business by building	<ul style="list-style-type: none"> Working with Petroc on business 	<ul style="list-style-type: none"> Promote and support opportunities for new business ventures through development 	April 2017	

<p>relationships with educational institutions, Jobcentre plus and other initiatives providing assistance in business.</p>	<p>initiatives.</p> <ul style="list-style-type: none"> • An active business 'buddying' scheme up and running help mentor/assist new businesses. • Opportunity provided for creative industries sector to establish outlets. • Opportunities provided for high quality goods and displays. • Business start-up programme implemented. 	<p>and marketing.</p> <ul style="list-style-type: none"> • Promote business opportunities through the use of vacant stalls. • Implement new trader policy which provides support, both financially (fee level) and through mentoring, for new businesses to help create employment. • Encourage traders to develop and expand their business plans and ensure they encompass quality, customer services and standards. • Implement an annual 'trader of the year' competition to encourage service and innovation. 	<p>May 2016</p> <p>September 2016</p> <p>Ongoing</p> <p>September 2017 and annually</p> <p>-</p>	<p>Recruited 3 new businesses – ongoing</p> <p>New traders given advice and assistance with promotion etc.</p>
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Lifestyle					
Theme 9	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Culture and tourism	To be a major part of the town's cultural heritage and provide support to events creating the sense of place.	<ul style="list-style-type: none"> • A sense of place and identity for the market is created. • Market plays a major part in the town's showcase cultural events. • The market provides an opportunity for people to discover other cultures through food. • The market is seen as a traditional part of the town's heritage in its own right. 	<ul style="list-style-type: none"> • Build on existing successful programme of town events/promotions to increase the vibrancy of the market. • Actively strive to gain an award for the markets through the industry which, in turn, will assist in the promotion of the town. • Introduce food and craft markets on the non market days to promote the different variety of foods and crafts and the different cultures they originate from. • Promote the varied food offer available and highlight that the quality and price better than the larger outlets. • Continual development of 'Electric Nights' market to ensure its sustainability and success. 	<p>July2016 Ongoing</p> <p>January 2017 and annually</p> <p>December 2016 (linked with Social and Community)</p> <p>May 2017</p> <p>May 2017</p>	<p>Participate in Feast of St James and Tiverton in Bloom – ongoing</p> <p>May 2016 Country Markets</p>

Theme 10	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Ethical and Environmental	To provide a good and safe environment for visitors and increase opportunities for reducing waste and increasing recycling.	<ul style="list-style-type: none"> • A modern, clean environment for both market traders and customers is established. • The aim of becoming a 'green market' is achieved. • The market is seen to deliver sustainability with a 'local' outlet for goods and encourage reduction in 'food miles'. • The market space is used by customers and visitors to dwell. 	<ul style="list-style-type: none"> • Actively working with traders to instigate a 'green market' where waste is minimal and recycling is the norm in the form of a waste management strategy. 	May 2016 and ongoing development of strategy	Traders and Electric Nights recycling where possible, bins provided.
			<ul style="list-style-type: none"> • Develop safe and clean environment. 	May 2016 and ongoing	Monthly checks on premises done since April. Ongoing
			<ul style="list-style-type: none"> • Explore the potential for more local produce on the market and encourage producer involvement. 	April 2017	
			<ul style="list-style-type: none"> • Actively ensure traders keep their areas clean and presentable. 	April 2016 and ongoing	Daily checks on traders being done
			<ul style="list-style-type: none"> • Regular review of the risk assessment for the markets and amended where necessary. • Actively develop the market's open areas to help in the creation of a space where customers and visitors can and will dwell. 	May 2016 and annually	Completed May then annually
				June 2016 and ongoing	Using space for events and relaxing. Ongoing

Theme 11	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Educational liaison	To liaise with educational institutions and assist in providing produce and business awareness	<ul style="list-style-type: none"> Awareness is raised of where and how produce is produced/grown and awareness of seasonal variations, food miles etc. Relationships in place with educational establishments to support business and waste management studies. Market is used by college students for “real life” learning about business management through the use of a market stall. 	<ul style="list-style-type: none"> Actively develop the current liaison with the Petroc to support educational programmes involving the business and community sector. Actively encourage school/college visits and/or talks to demonstrate the food trail. Develop links with other educational centres where the market experience will assist students. Encourage schools to carry out projects around the market and have presentation sessions with a selective audience. Make a stall available for use by educational institutions to develop business plans and enable practical experience of running a small business. Introduce a competition for educational institutions for business, innovation and presentation which is initially market based. 	September 2016	
				September 2016	
				September 2016	
				September 2016	
				September 2017	

Theme 12	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Food and health	To promote a healthy lifestyle through good food knowledge.	<ul style="list-style-type: none"> • Fresh fruit and vegetables available at least five days a week. • Fresh fish and meat available. • Healthy options on all stalls and provision of specialist foods e.g. gluten free diets etc. • The market monitors and introduces some control on goods offered which are harmful to health. 	<ul style="list-style-type: none"> • Liaise and work with interested groups and educational institutions on the promotion of healthy foods and living. • Run a 'Healthy Living Market' every year. • Ensure compliance with the market regulations which require that a healthy offer is available at least three days a week. • Actively promote healthy food options. • Annually review market regulations on the control of goods thought to be harmful. 	<p>May 2017</p> <p>May 2017</p> <p>September 2016</p> <p>June 2016 and ongoing</p> <p>April 2017 and annually</p>	<p>Cookery demo showing healthy foods. And ideas ongoing</p>

Challenges, threats and risks to Tiverton Pannier Market

The following is an outline of the challenges, threats and risk to Tiverton Pannier Market. There is limited time and scope to explore new ideas, plans and opportunities as they arise to enable economic sustainability to be achieved. By learning from the past, not living in it, new initiatives can be developed. The following points in relation to challenges, threats and risks have to be taken into consideration and should be reviewed on a regular basis as these will change as society changes.

The potential for development of the market is an important part of the regeneration of Tiverton Town Centre. In relation to the importance of the roll of the market there is need to develop a vision followed by a 5 to 10 year strategy that will cover all the factors surrounding the market development potential and should link in with strategies and actions being carried out by other regeneration and development strategies. Once strategies are in place then an achievable Action Plan can be introduced.

Once a strategy, which would encompass a vision for the town and market, then an action plan, around the various themes included in the strategy, can be developed and thus have support from the strategy

Challenges	Threats	Risks
Changes in the economic climate.	Major developments e.g. new out of town centre shopping with retail and food but little connectivity to the market.	Unable to sustain the market due to lack of budget etc.
Changes in 'shopping habits' of the customer.	Development of new major outlets for food and eating and development of 'pop up' bars and eateries.	Changes in local authority policies.
Digital developments in relation to business and business transactions	Ease of travel to Exeter and Taunton and major shopping areas.	Failure to efficiently manage the running of the market.
Changes in the climatic conditions and effects on trade.	Lack of new traders and retirement of older traders leading to a lack of variation in offer.	Failure to have policy in relation to balance of goods that results in loss of traders and

Challenges

Changes in legislation or regulatory control.

Recruitment of new traders to the markets industry.

Creation of a comprehensive communications plan that encompasses all aspects of communicating with all stakeholders in the markets and having the necessary consultation with them.

Establishing a fee structure that makes the markets sustainable but does not rise excessively.

Creating an attractive inviting market that people would want to visit regularly.

Creating an entrepreneurial partnership between the council and the traders

Establish loyal customers to Support and promote the market.

Threats

Being able to respond to competition from other value retailers in the city, thus creating a market that can offer something the customer wants.

Being unable to attract new customers due to changes in ages and society.

Being unable to recruit new traders and attain a good variation in goods offered for sale.

Stalls not being fully fit for purpose.

Stalls unfit to provide suitable trading conditions.

Risks

diminishes size of market thus reducing the attraction.

Changes in European law.

Failure to recognise the different demographic profile of the market and changes that occur in the week.

Failure to attract the local population to shop and support the market.

Failure to attract tourists, a very important part of the local economy.

Excessive charges on traders.

Insufficient local authority Investment to create sustainability and return

Failure to take any action and thus allow the market

Challenges

Threats

Risks

to simply carry on as at present and continue to decline.

Having total 'buy in' from traders over potential changes across the market and to develop a strong partnership

Establishing finance and resource for market initiatives which will create new traders.

Establishing finance for developments, improvements or alterations.

Summary

This strategy has a very wide remit and covers the majority of issues and effects a good retail market has on a town centre. It has covered issues around the condition of the market and design, about the offer, the retention of traders and the introduction of new ones, relationship with the customer and consultation plus many more covering the critical success factors.

The purpose of the strategy is to ensure the market returns to the central attraction to the town centre. It should also ensure in the future it becomes sustainable selling goods, food and produce that both the resident and visitor to the town would want to purchase.

The strategy is flexible and does require regular monitoring and evaluating to ensure it is fit for purpose under the trading conditions at the time.

Many of the actions from the above themes will be ongoing from year to year and the strategy should be reviewed also on an annual basis to ensure that Tiverton Market remains a viable asset to the town and is responsive to change, this being managed to ensure customer satisfaction. This should be treated as a 'living document' and therefore it should be flexible enough to react to any changes that may arise and which might threaten the sustainability of the market.

Many of the strategy themes and actions are overlapping. The actions can support more than one theme, so are included in each individual theme action plan.

Tiverton is signposted as an 'historic market town' and it is essential that the market provided is sustainable for the future and remain an important part of the town's economy.

In relation to the Market there have been lessons learned through the development that was carried out some nearly 10 years ago.

The number of actions will vary on the length of time they take to achieve and many are ongoing so will need regular review.

The market is a great asset to the town and is a good example of where regeneration of the market can help the town's overall economy.

With the adoption of the strategy then the vision can be achieved.

The recommendations as to improvement in the appearance will be dealt with by means of further reports although it is mentioned in the strategy requires a different type of report as it will be more specific about what the fixtures and fittings are.

Main Recommendations from Strategy

1. That Mid Devon District Council adopts the vision and strategy for 2016 to 2026. It should make every effort to ensure the various action plans under the themes are allocated to the appropriate officer.
2. That an annual review of the strategy is carried out and any modifications or alterations, due to changes in wider economic conditions, be adopted.
3. The recommendation on the evidence of the research would tend to indicate that Mid Devon District Council actually retain the total management of the market.
4. Monthly health check is carried out and report submitted. (started April 2016)
5. Update of all current policies relevant to the market and introduce new ones so they are compliant with legal requirements and are best practice.
6. Consideration is given as to the amount of resource that will be available to ensure the sustainability of the market and achieve a return on investment.
7. Improve signage around the town.

8. Embrace technology and review its best use on the market.
9. Carry out an annual customer satisfaction survey so improvements can be evaluated and areas that need attention identified.
10. Ensure that the council does carry out regulatory requirements but, at the same time, make full consideration to entrepreneurial enterprise and support where appropriate.
11. In relation to potential improvements a detailed survey should provide a list of what could be done. Assessing the full financial implications of such improvements would involve taking into account potential changes in shoppers' behaviour and the results of survey(s). This should also evaluate the potential return on investment.
12. That all decisions are made following consultation and taking into account information provided by the annual customer survey.
13. Any events or entertainment within the vicinity of the market should ensure there is communication and promotion of them to the markets team and to the traders as the market should like to connect to them. There therefore needs to be an open and good line of communication between the market team, and the Businesses to ensure all parties are aware of what is being done.

Alan Ottey
Markets Manager
Mid Devon District Council
June 2016.

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