

**TAVISTOCK TOWN COUNCIL
BUDGET AND POLICY COMMITTEE
19TH DECEMBER 2017
BUTCHERS' HALL**

1. INTRODUCTION

- 1.1 The appointment of the Market Development Officer (MDO) was to develop, deliver and manage the Butchers' Hall thematic market offer with particular focus on maximising the economic benefit to Tavistock in terms of business trading, employment, entrepreneurship and tourism.
- 1.2 The purpose of this report is to outline the initial work being undertaken by the Market Development Officer following the independent review of the demand for Butchers' Hall by Buckman Associates Limited in 2016.

2. CURRENT POSITION

- 2.1 The MDO is developing a Market Strategy for the thematic market use of Butchers' Hall in accordance with the funding requirements for the repair and restoration of the premises with the key objective of providing a complementary offer to, but distinct from, the Pannier Market. The Market Strategy will provide a clear vision to guide the work of the Market Development Officer and Council.
- 2.2 The initial work includes:
 - 2.1.1 Desktop research; a review of all existing evidence and material relating to demand for Butchers' Hall in addition to reviewing other market strategies as well as reviews, research and comment relating to regional and national context.
 - 2.1.2 Market Strategy Plan; following a review of various other market strategies develop a Tavistock Town Council plan. It is anticipated the Market Strategy will consist of the following;
 - 2.1.2.1 Executive Summary

- 2.1.2.2 *Context - A brief synopsis of the Butchers' Hall Market Strategy detailing the work undertaken previously by Buckman Associates Ltd through the Demand Review, the key objectives of the thematic market offer in accordance with the funding bodies and the review undertaken by the Market Development Officer.*
- 2.1.2.3 *Introduction – A guide to the document which details the background, town and national perspective as well provides clarity regarding the benefit to Butchers' Hall of a Market Strategy.*
- 2.1.2.4 *Markets in Tavistock Today – Information pertaining to the current market provision in order to gain transparency regarding the existing offer to the consumer as well as policy and operational matters to be reviewed in respect of the management of Butchers' Hall.*
- 2.1.2.5 *Learning from other Markets – learning outcomes from the identified markets which are of a comparable nature to Butchers' Hall.*
- 2.1.2.6 *Consultation & Engagement – A review of the consultation programme which identifies who we have engaged with and why as well as the processes involved. A summary of the key findings will support the future usage of Butchers' Hall.*
- 2.1.2.7 *Our Vision for Butchers' Hall – A clear understanding of the vision for Butchers' Hall which reflects the funding requirements and need for a sustainable venture which contributes to the local economy. Whilst the vision may adapt over time, the intent will remain unchanged ensuring complete transparency when making significant policy and operational decisions.*
- 2.1.2.8 *Conclusion & Recommendations – the conclusion will reference the three year commitment to developing a*

sustainable market offer which brings the building back into commercial use and supports the local economy of Tavistock whilst providing clear recommendation on how the desired outcome is achieved.

2.1.2.9 Risk Strategy - The risk strategy will outline the challenges, threats and risks to Butchers' Hall. The strategy will be designed to explore new concepts, plans and opportunities as they arise to enable our core objectives are achieved through economic sustainability. The points identified within the risk strategy should be reviewed on a regular basis to maintain relevant with current trends/society changes.

2.1.2.10 Action Plan - A plan detailing the core objectives and key actions to be achieved in the set timeframes in order to create transparency and a clear working programme for the Market Development Officer.

2.1.3 Consultation Strategy; to establish a clear understanding of the purpose and desired outcome of stakeholder consultation, the objectives, as well as identifying stakeholders. The principles of the strategy will provide the foundation for the design and timeframe of the consultation period.

2.1.4 Research and analysis of comparable markets; identify markets of a comparable nature in order to gain an understanding of their challenges and successes with the aim of applying key findings to Butchers' Hall.

3. CONCLUSION

1.1 The Market Strategy is a live document and will over time be subject to adjustment as circumstances dictate. Throughout the plan there will be processes of review and learning built-in allowing for changes in approach and content.

- 1.2 The Market Strategy will provide the foundation for the development of Butchers' Hall as well as drive the project forward over the next three years in support of the objectives laid out by the Heritage Lottery Fund, the Greater Dartmoor Leaf and Council.

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