

## BIDEFORD TOWN COUNCIL



Town Hall  
Bideford  
Devon  
EX39 2HS

Telephone:  
Bideford (01237) 428817/8

Paul Swan  
Town Clerk and Responsible Financial Officer

Thursday 9 January 2025

To: Members of the Market Management Committee

You are hereby summoned to attend a meeting of **Market Management Committee** of the above-named Council to be held in the Council Chamber, Town Hall, Bideford, on **Thursday 16 January 2025 at 6.30 pm** for the purpose of transacting the following business.

In accordance with The Public Bodies (Admissions to Meetings) Act 1960 members of the public are welcome to attend. There is a legal right to film/record/photograph/report public meetings.

Paul Swan  
Clerk to the Council

### AGENDA

1. To receive apologies and reasons for absence.
2. To receive declarations of interest on items on the agenda and note any requests for dispensation received by the Clerk prior to the meeting. Enc
3. Public participation session of 15 minutes duration on items on the agenda.
4. To approve the minutes of the Meeting held on 5 December 2024 as a correct record (approved and adopted at Meeting of Town Council – 14 December 2024). Enc
5. Accounts - To approve the payments listed. Enc
6. Chairman's / Market Administrator's Report.
7. Market Hall.
  - a. To receive and discuss the Focus Group First Meeting Notes. Enc
  - b. To consider and resolve upon drawing unspent budgeted funding to provide a

definitive five to ten year Vision / Strategic Plan for the Complex (to be completed by 31 March 2025), in support also, of future funding opportunities.

Enc

8. Tenant / Trader representatives.

9. **PART II (Closed Session)**

10. **To resolve to exclude members of the public and the press to progress a matter of a confidential nature under the Public Bodies (Admissions to Meetings Act) 1960 and Local Government Act 1972, ss 100 and 102.**

11. Chairman's Report – confidential, including staffing, matters.

12. Tenant / Trader.

a. To receive any terminations of leases by tenants / traders, give consideration to applications received for tenancies of premises and resolve accordingly.

b. To consider and resolve upon tenant / trader / landlord matters.

#### **MARKET MANAGEMENT COMMITTEE**

<b>Councillors:</b>	Bushby	Ms R Clarke (Town Mayor)	Mrs J Gubb
	C Hawkins	J Hellyer	Mrs L Hellyer
	K Hind		

**Traders/Tenants:** Mrs Austin

**Date of Next Meeting: 27 February 2025**



## **Declaration of Interests at meetings**

- Where a matter relates to an interest in list A, the member shall not participate in a discussion or vote on the matter. He /she only need declare it if it is not already noted on the register of interests.
- Where the matter is in list A, but is a sensitive interest, the member shall not participate in a discussion or vote; the member shall disclose that there is an interest but not the nature of it.
- Where a matter relates to an interest on list B the member shall not vote and may only speak as a member of the public.
- A member only has to declare an interest in list B if it is not already on the register of interests.
- If the interest is in list B and is sensitive in nature and not already registered then the member shall disclose the interest but not the nature of it.
- Where a matter relates to the financial interest of a friend, relative or close associate (other than in list A) the member shall disclose the interest and not vote. He or she may speak but only as a member of the public.

### **List A:**

- 1 **Employment, office, trade or vocation** – carried on for profit by member or spouse or civil partner.
- 2 **Sponsorship** – any payments for the previous 12 months, other than by the Council, to assist in Council duties
- 3 **Contracts** – any current contracts between the Council and the member or his/ her spouse or civil partner or a company the member is a director or partner of.
4. **Land** – any beneficial interest in land within the area of the Council by member, spouse or civil partner.
- 5 **Licenses** - any license, alone or with others, by spouse, civil partner or member to occupy land in area of Council.
- 6 **Corporate Tenancies** - any tenancy where the Council is the landlord and the member, spouse or civil partner has a beneficial interest in the tenant.
7. **Securities** – a beneficial interest is held in a body that has land or business in the area of the Council by the member, spouse or civil partner that either exceeds £25,000 or the total share capital is in excess of one hundredth of the of the total shares issued.

### **List B:**

Any interests which relate to or is likely to affect:

1. Any body where the member has general control or management and was appointed by the Council.
2. Any body that the member is in a position of control or management and either:
  - (a) exercises functions of a public nature;
  - (b) is for charitable purposes; or
  - (c) has the purpose of influencing public opinion or policy (including political parties and trade unions)
3. Any gifts or hospitality that the member has received by virtue of his or her office in excess of £50.

*Further details can be found in the Bidford Town Council Code of Conduct  
adopted 21.06.2012*



**BIDEFORD TOWN COUNCIL**

**Minutes of the Market Management Committee**

**held in the Council Chamber of the Town Hall on,**

**Thursday 5 December 2024 at 6.30 pm**

- PRESENT:**
- |                |   |
|----------------|---|
| North Ward:    | Councillor D Bushby<br>Councillor K Hind<br>Councillor S Smith (substitute for Councillor Mrs J Gubb) |
| East Ward:     | Councillor J McKenzie (Chairman) (substitute for Councillor Ms R Clarke)                              |
| West Ward      | Councillor M Taylor (substitute for Councillor Hawkins)   |
| Market Complex | Mrs K Austin  |
- IN ATTENDANCE:** Mr R Coombes (Deputy Town Clerk)

**ELECTION OF CHAIRMAN FOR THE MEETING**

Prior to the commencement of the Meeting it was established that neither the Chairman nor Deputy Chairman were in attendance.

It was proposed by Councillor Bushby, seconded by Councillor Taylor and

**RESOLVED: That Councillor McKenzie assume the Chair for the duration of the Meeting.**

(Vote – For: 5, Against: 0)

61. **APOLOGIES FOR ABSENCE**

Members noted the Apologies received and reasons for absence from:

- |            |       |         |
|------------|-------|---------|
| Councillor | Ms R  | Clarke  |
| Councillor | Mrs J | Gubb    |
| Councillor | J     | Hellyer |
| Councillor | Mrs L | Hellyer |

Councillor C Hawkins

62. **DECLARATIONS OF INTEREST AND ANY REQUESTS FOR DISPENSATION ON ITEMS ON THE AGENDA**

There were no declarations of interest.

63. **PUBLIC PARTICIPATION SESSION OF 15 MINUTES DURATION**

None.

64. **MINUTES**

Proposed by Councillor Hind and seconded by Councillor Bushby, the Minutes of the Meeting held on 24 October 2024 were approved and signed as a correct record.

(Vote – For: 4, Abstention: 1, Against: 0)

65. **ACCOUNTS**

It was proposed by Councillor McKenzie and seconded by Councillor Bushby, and

**RESOLVED: That the lists of payments for 5 December 2024 be approved.**

(Vote – For: 5, Against: 0)

66. **CHAIRMAN’S / MARKET ADMINISTRATOR’S REPORT**

Architectural Heritage Fund (AHF). The Clerk advised Members that the Town Clerk is working with a firm of architects to use the grant obtained from the Architectural heritage Fund that provides for RIBA Stage 2 concept and design work for the Market Hall.

The Clerk explained that, “RIBA Stage 2, also named “Concept Design,” is the stage where the project's compass points towards creative realisation - what it will look like, feel like, and how it will function. Initial concepts are nurtured, shaped, and refined into architectural designs that capture the essence of your aspirations.”

The Town Clerk had early requested, that the Project really needs input from the Committee in terms of the vision and strategy direction of the Market. He welcomes ideas and vision for the space that can be input into the design.

He warned against any smaller ideas that are in the pipeline, intimating them to be shelved for the time being until we have a wider space on the concept and design.

67. **FINANCIAL UPDATE**

The Clerk provided a financial update, identifying costs incurred, monies generated through the Hall, reserves and overall budget performance.

Councillor Bushby believed the funding stream heading: Cleaning and Maintenance should be separated.

Members noted the Market's financial position.

68. **MARKET HALL**

- a. Members discussed generally the state of the Market in terms of following on from decisions made to promote the facility as an Events opportunity.

Clearly, the budget performance reflected the need to generate interest in the facility and draw revenue from it.

The success of the newly opened climbing facility was noted; the concept had, in the past, been mooted (for the Hall).

Improvements to the Hall including the doors with greater accessibility (cost versus benefit) and the Café facility (bringing up to date but also wider hire offer – receptions / parties) were considered although mindful of the architectural design outcomes.

The Clerk referenced Butcher's Hall at the Tavistock Market, indicating how the Hall space was being regularly used with Events Management Teams involvement. He noted Miss Ivy Events whilst operating in and around the Tavistock and Totnes areas also had links to Affinity. Approaches would be made to both "Miss Ivy," and NABMA, examples of facilities being "turned round;" Councillor Hind made reference to a market in Altrincham.

Councillor Mrs Smith whilst noting the number of Events held in and around the Town saw the potential of the Market to be used by wider range of the Community - an opportunity for those members of society who are poorly catered for / represented.

Further discussion included the forming of a Focus Group, with core members, but with the flexibility to engage outside stakeholders to drive improved perception, ideas and use of the facility.

Councillor Hind volunteered indicating that the Chairman of the Committee should have involvement along with Tenants, indicating that the Market should be self-funding; Mrs Austin agreed volunteering her services and that of Ms Jackson.

Members agreed that there would be a standard agenda item for each meeting providing for updates.

It was proposed by Councillor McKenzie, seconded by Councillor Hind and

**RESOLVED: That a Focus Group is convened including Councillors Ms Clarke and Hind with tenants represented by Mrs Austin and Ms Jackson supplemented by other invited stakeholders.**

(Vote – For: 5, Against: 0)

- b. Southern Electric Door Replacement. Councillor Bushby had led discussion on the item extolling the merit of providing for vehicular access: ease of trader set up, opportunity for indoor car boot sales.

Funding generally was discussed, the Chairman did not believe the outlay would see a

worthwhile return on costs incurred / investment. Potential opportunity could be addressed through Levelling Up funding.

Members deferred a decision.

- c. Café repair and refurbishment. Members saw benefit in improving the facility that again would improve the overall Market offer. It was clear that it needed updating, not least the floor. Levelling Up funding could again provide the catalyst.

Members deferred a decision.

69. **REAL IDEAS INTERIM REPORT**

Members had received both a progress and Interim Report when provided.

They noted the detailed work including reference to those Bideford agencies and stakeholders; Mrs Austin reflected upon her engagement with the author and detail that was attributed to her.

It was proposed by Councillor Hind and seconded by Councillor Bushby, and

**RESOLVED: That did not wish to take up the final element of the report based on that which had been received to date.**

(Vote – For: 5, Against: 0)

70. **TENANT / TRADER REPRESENTATIVE**

Mrs Austin advised that footfall had been poor but Butcher’s Row had been busy on Sunday, “Light’s Switch On.” She looked forward to the Victorian Christmas Frost Fair, including Signing of the Lease, in conjunction with the Town traders who were positively engaged.

71. **PART II (CLOSED SESSION)**

The Chairman thanked the Market Tenant for her attendance and contributions.

Proposed by Councillor McKenzie, seconded and

**RESOLVED: To exclude members of the public and the press to progress matters of a confidential nature under the Public Bodies (Admissions to Meetings Act) 1960 and Local Government Act 1972, ss 100 and 102.**

(Vote – For: 5, Against: 0)

72. **CHAIRMAN’S REPORT**

There was no report.



73. **TENANT / TRADER**

a. Terminations / Applications.

The Clerk confirmed the tenancies of Butcher’s Row 20 and soon to be occupied 13/14.

Councillors noted also the Tenant’s Notice to quit 15/16, effective 18 February 2025.

b. Tenant matters.

Members had considered a tenant’s business operation / purpose for use of “Demised Premises,” in the light of concerns raised by another tenant. They reflected on both the respective offers but did not believe that it was appropriate to intervene.

The business of the meeting having been completed, the Chairman thanked the members for their attendance and the meeting concluded at 7.52 pm.

Signature of Town Mayor: ..... Date: .....

Signature of Chairman: ..... Date: .....



**BIDEFORD TOWN COUNCIL - Accounts for approval at the Market Management Committee Meeting - 24 October 2024**

Number (All)

Row	Date Entered	PV	Description	Extended Description	Net	VAT	Gross
1	30/09/2024	BSPM17	Llyds	Service Charges	32.56		32.56
2			TDC	Premises Licence	70.00		70.00
3			Coastal Recycling	Waste removal	175.15		175.15
4	01/10/2024	BSPM18	TV Licence	(blank)	13.25		13.25
5			Mkt recharge	TC staff costs	3,482.36		3,482.36
6	02/09/2024	BSPM16	Vodafone	Phone charges	26.49	5.30	31.79
7	04/09/2024	BSPM15	Nicholsons	Hygiene Items	160.38	32.08	192.46
8			SWW	Water / sewerage charges	106.03		106.03
9	09/09/2024	(blank)	Triangle	Broadband / line	61.66	12.33	73.99
10	17/09/2024	(blank)	EDF (995)	Electricity	168.18	8.41	176.59
11	26/09/2024	(blank)	Bideford Cobblers and Keys	Key cutting	59.00		59.00
12	02/10/2024	(blank)	RGB	Maintenance Items	3.85	0.77	4.62
13	03/10/2024	(blank)	Tamar Trading	Maintenance Items	707.60	141.52	849.12
14			EDF (985)	Gas	18.99	0.95	19.94
15	04/10/2024	(blank)	J Fisher	8 x secure bldg	300.00		300.00
16		BSPM19	Vodafone	Phone charges	26.49	5.30	31.79
17	11/10/2024	(blank)	Realideas	Report Stage Payment	2,925.00	585.00	3,510.00
18	24/10/2024	(blank)	Lloyds	Service Charges	12.05		12.05
19	<b>Grand Total</b>				<b>8,349.04</b>	<b>791.66</b>	<b>9,140.70</b>

Bank Balances at 28/11/2024 - Current Account

£ 6,090.40

Bank Balances at 28/11/2024 - Deposit Account

£ 39,306.57



BIDEFORD TOWN COUNCIL - Accounts for approval at the Market Management Committee Meeting - 24 October 2024

Number (All)

Row	Date Entered	PV	Description	Extended Description	Net	VAT	Gross
1	30/09/2024	BSPM17	Llyds	Service Charges	32.56		32.56
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5			Mkt recharge	TC staff costs	3,482.36		3,482.36
6	02/09/2024	BSPM16	Vodafone	Phone charges	26.49	5.30	31.79
7	04/09/2024	BSPM15	Nicholsons	Hygiene Items	160.38	32.08	192.46
8			SWW	Water / sewerage charges	106.03		106.03
9	09/09/2024	(blank)	Triangle	Broadband / line	61.66	12.33	73.99
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12	02/10/2024	(blank)	RGB	Maintenance Items	3.85	0.77	4.62
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15	04/10/2024	(blank)	J Fisher	8 x secure bldg	300.00		300.00
16		BSPM19	Vodafone Limited	Phone charges	26.49	5.30	31.79
17	11/10/2024	BSPM21	Real Ideas Trading Limited	Report Stage Payment	2,925.00	585.00	3,510.00
18	24/10/2024	BSPM20	Lloyds	Service Charges	12.05		12.05
19	<b>Grand Total</b>				<b>8,349.04</b>	<b>791.66</b>	<b>9,140.70</b>

Bank Balances at 09/01/2025 - Current Account  
 Bank Balances at 09/01/2025 - Deposit Account

£ 14,458.02  
 £ 39,336.72

## **INITIAL FOCUS GROUP MEETING – 19 DECEMBER 2024 - NOTES**

Reflected on the success of 14 December – Frost Fair (Signing of the Lease).

- Quality Event, very well advertised.
  - Future organised offerings will need to maximise advertising, provide quality and discernment to build on success.

Calendar Events.

- Initially four major events (Community Families – Easter, summer, Halloween, Christmas (Frost Fair...)).
  - (Easter) Saturday, 19 April 2025, International Rotary (niche) Event model racing including model railway attraction. (Consider additional Event).

Market Complex.

- Success of B Row inspires potential for Hall. Success of Hall inspires B Row.
  - B Row 15 / 16 and B Row 18 available. Need quality that complements present offer. Over relying on niche disciplines – Arts / Crafts – will be limiting offer.
  - Wider scope for considering applications / (Committee) Tenant Representative inclusion (very real experience of operating “at the coal face.”)

Market v Event.

- Feasibility / Deliverables (and how / by who) / Strategy / Offering – advertising – tenant standing – community, local businesses. Broad range of use vis a vis Butcher’s Hall, Tavistock (food, arts, music, performance).

Outcomes - Immediate.

- Market Strategy.
  - Budget of £4,000.00, remains unspent after not continuing with Real Ideas.
  - Use funding opportunity to provide a significant definitive five – ten year Vision / Strategy plan.
    - Paper to MMC Mtg 16 Jan 25 giving options – (need to) commission work.

Outcomes – Short-term.

- Identify run four major events (work with partners vis a vis Christmas Fair success).
- Maximise and broader, wider use of Hall.
  - Miss Ivy Events / Hartland model – quality / local produce(rs).

PROJECT  
STRATEGY MARKETING FOR  
BIDEFORD MARKET  
COMPLEX

MARKETING STRATEGY  
**PROPOSAL**



Agenda Item 7b

31/01/2024



## INTRODUCTION

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The Bideford Market Complex presents a unique opportunity for revitalisation and community engagement. Following an initial crunch session held with the Council and stakeholders to identify key issues surrounding the market, coupled with a feasibility study conducted by a third party, we are poised to develop a comprehensive marketing strategy.

Given the recent opportunity for funding aimed at shaping and redeveloping the complex, it is imperative to create a marketing strategy that extends beyond the initial brand development project to encompass broader objectives and goals.

## CURRENT SITUATION

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The groundwork laid thus far has illuminated the potential for the Market Complex as a vibrant hub for community interaction and commerce. A detailed marketing strategy is essential not only for securing funding but also for maximising the complex's utility and defining success metrics. Our approach will integrate insights from the initial studies to ensure a cohesive strategy moving forward.

ABI JACKSON

PRETTY DAMN FINE MARKETING



## PROJECT DELIVERABLES

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The marketing strategy will serve as a vital roadmap to achieve our marketing objectives, enhance customer engagement, and foster revenue growth. It will be a living document, subject to review and adjustment at key milestones. The strategy will encompass the following components:

### **1. Market Research**

- Industry analysis
- Identification of target markets
- Competitor and SWOT analysis

### **2. Marketing Goals and Objectives**

- Establishment of short-term and long-term SMART objectives

### **3. Target Audience Analysis**

- Demographic profiles and behavioral insights

### **4. Positioning and Branding**

- Definition of brand mission, vision, messaging, and tone

### **5. Marketing Channels and Tactics**

- Online marketing strategies, social media, and email marketing
- Offline marketing approaches such as events and print media
- Content marketing and advertising strategies

ABI JACKSON

PRETTY DAMN FINE MARKETING



## PROJECT DELIVERABLES

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### **6. Events Strategy**

- Types of events and their objectives (e.g., brand awareness, lead generation)
- Comprehensive timelines and promotional follow-up strategies

### **7. Resource Allocation and Implementation Plan**

- Identification of necessary personnel and responsibilities with suggested timelines

### **8. Performance Measurement and KPIs**

- Definition of success metrics and measurement methodologies

### **9. Review and Adjustments**

- Processes for regular strategy reviews and adaptability to market changes

This comprehensive approach ensures that all marketing efforts, particularly events, align seamlessly with overarching goals.

ABI JACKSON

PRETTY DAMN FINE MARKETING





## EXCLUSIONS

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The proposed strategy will not cover the execution of marketing initiatives or the creation of marketing collateral. However, any existing materials created to date (from the previous branding project) can be included for illustrative purposes, should they be relevant. Should the findings of this extensive project necessitate revisions to previous design work, we should remain flexible to adapt.

Furthermore, the project timeline allows for two options: Abi could develop the strategy over the coming months with a target completion by early March, or with her support the project could be tendered to a third party for completion. It is important to consider that the latter option may introduce delays.

ABI JACKSON

PRETTY DAMN FINE MARKETING



## CONCLUSION

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This proposal outlines a strategic approach to revitalising the Pannier Market Complex, ensuring it remains a cornerstone of community engagement and economic activity.

I look forward to collaborating (in whichever way is deemed appropriate) with Bideford Town Council to shape a marketing strategy that not only addresses immediate needs but also lays the groundwork for long-term success.

ABI JACKSON

PRETTY DAMN FINE MARKETING