



MAKING THE MOST OF BARNSTAPLE TOWN CENTRE'S CULTURAL ASSETS.



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1.0 | INTRODUCTION

1.0 Introduction

North Devon Council wished to appoint consultants to take an innovative and fresh approach to the options for maximising the use, operations, economic viability and connectivity of key cultural and heritage assets in Barnstaple Town Centre in the short, medium and longer terms.

This report has been prepared by Lavigne Lonsdale (Masterplanners & Urban Designers) in association with Andrew Cameron Associates (Transport), Montegu Evans (Commercial) and RPS (Heritage) on behalf of North Devon Council (NDC). It has emerged as a separate study following the work undertaken to support the bid for the Future High Streets Fund (a government led funding scheme to assist town centres) and the work currently in progress to develop a spatial vision for Barnstaple Town centre. This work will also utilise funding that has been secured from the Coastal Revival Fund.

The latter stages of the study have been conducted against the background of the COVID-19 pandemic and the near total lockdown of town centre businesses. The legacy of this public health emergency, and the long term impact on the town centre may not be clear for some time. We are confident that the analysis and recommendations set out in this report are robust, but they need to be seen through the prism of a deep recession, and a climate of profound uncertainty among consumers, businesses and investors. Policymakers will need to monitor developments carefully and fine tune the response.

Barnstaple Town Centre Spatial Vision :

Barnstaple has a wealth of cultural and heritage assets and the context for this study includes the entire town centre conservation area (refer to Figure 1). Following significant public and stakeholder consultation for the “spatial vision” work, the importance of the cultural assets was clearly identified as a key component.

The Barnstaple town centre spatial vision identified 6 key challenges in order to help the town become more resilient in the face of a changing world both in terms of the decline in retail as a consequence of the internet and in terms of its use post the public health pandemic.

Challenge 2 : To restore, re-use and celebrate Barnstaple’s historic buildings and townscapes.

For towns to survive, they need to understand what their unique assets are, in the case of Barnstaple, the importance of the built heritage assets and how to preserve, restore and enhance them is one of the key existing features of the town.

Within the town centre conservation area there are over 200 Listed buildings* (refer to Figure 2). The combined experience of these heritage buildings is to create a rich townscape along the River Taw. Whilst some buildings and structures are more important than others from a heritage perspective, they are all equally important in creating a “sense of place”.

However, many of these buildings are in a poor state of repair. Whilst efforts are always underway to try and restore as many buildings as possible, there are always financial constraints, particularly under the current Covid-19 pressures.

Through the process of the “spatial vision” work, certain key buildings and spaces were identified as the “jewel in the crown” in the heart of the Conservation Area which includes the following components (refer to figure 1 for site area and context);

- Barnstaple Pannier Market (owned by NDC),
- The former Market Inn & abattoir site (owned by NDC, part leased to Barnstaple Youth House),
- Butchers’ Row (owned by NDC),
- Barnstaple Guildhall (owned by Barnstaple Town Council).

In addition to these, the following assets were also identified in the brief as they form a key component of the cultural map of the area;

- St Anne’s Chapel (owned by Barnstaple Town Council and operated by Plough Arts)
- Queens Theatre (owned by NDC, leased to an operated by Selladoor venues until July 2029),

All of these buildings/cultural assets form an important role in supporting and adding to the creation of a cultural quarter in the heart of the town centre. Key to the success of this cultural quarter as a destination will be the regeneration of the Pannier Market and Butchers Row and therefore these are the focus of this initial piece of work – *get these assets working as a catalyst for change and the rest can feed in.*

The report is set out in the following way;

- i) firstly, it aims to understand the context of these heritage assets,
- ii) secondly, it then focuses on the issues that the assets face and the opportunities they present.
- iii) thirdly, the report then puts forward a strategy and physical proposals to address these issues and exploit the transformational opportunities that exist, along with a commercial strategy to ensure success of the proposals.

The proposals set out in this report are high level concept proposals exploring potential opportunities and interventions, they were developed to inform the Future High Street Fund bid and as a brief for the next stages of work. They inform a brief moving forward for this area of the town to create a vibrant, active, unique focal centre to the town.

* Note 1:reference Barnstaple Conservation Area Character Appraisal (Addendum dated 2018)

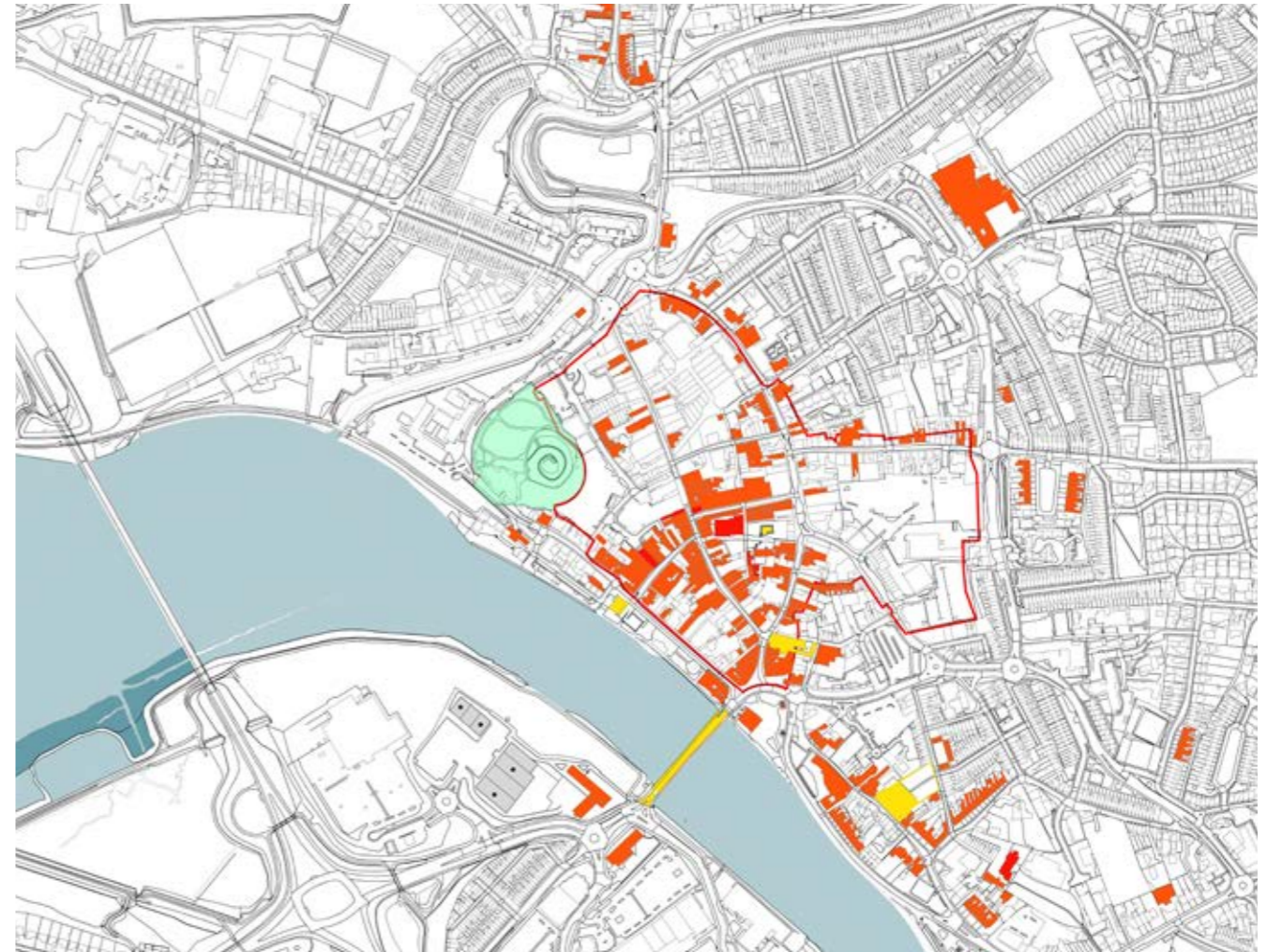
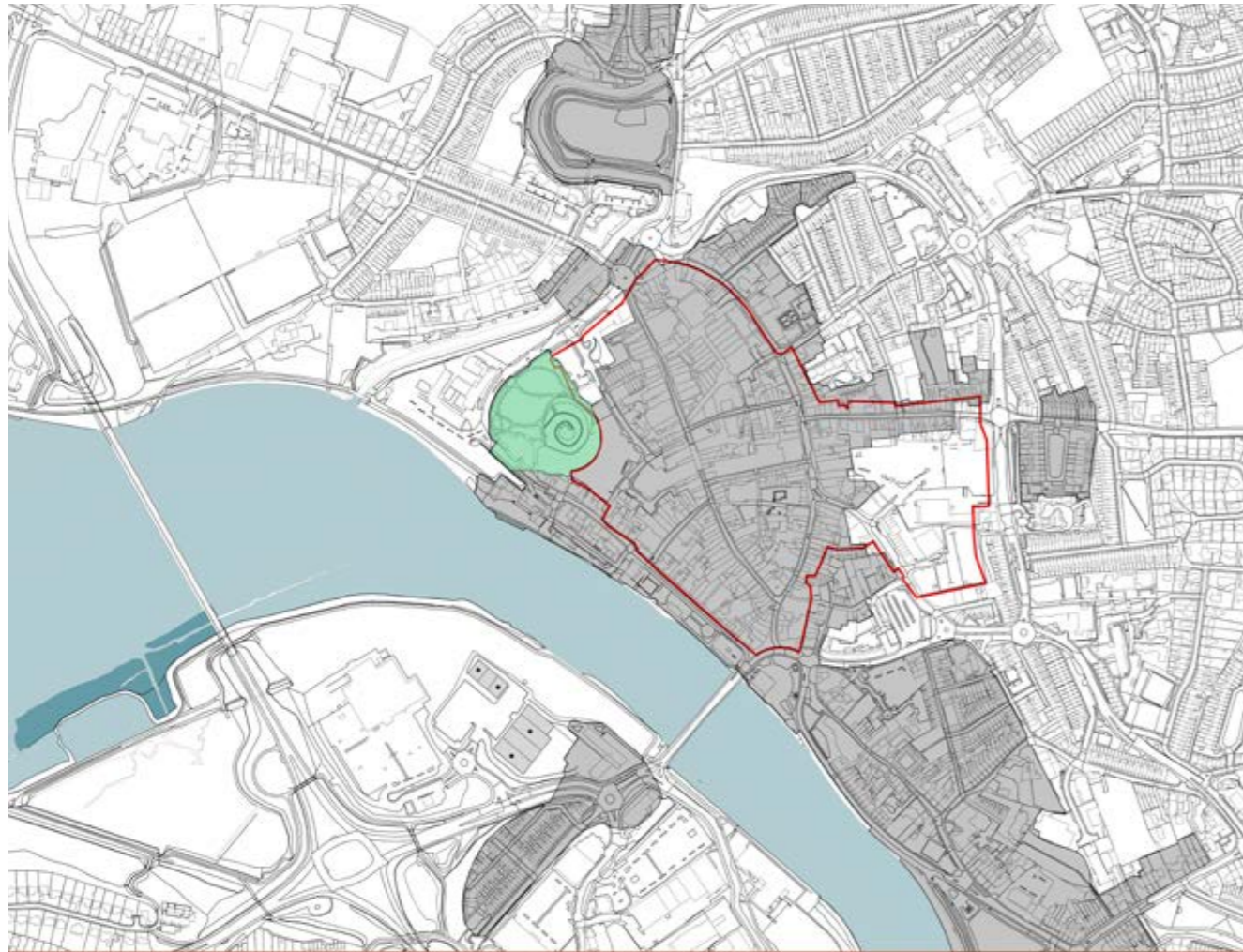


Figure 1: Conservation Area

- LEGEND**
- Area of Study
 - Conservation Area

Figure 2: Listed Buildings

- LEGEND**
- Area of Study
 - Grade II Listed Buildings
 - Grade II* Listed Buildings
 - Scheduled Monument

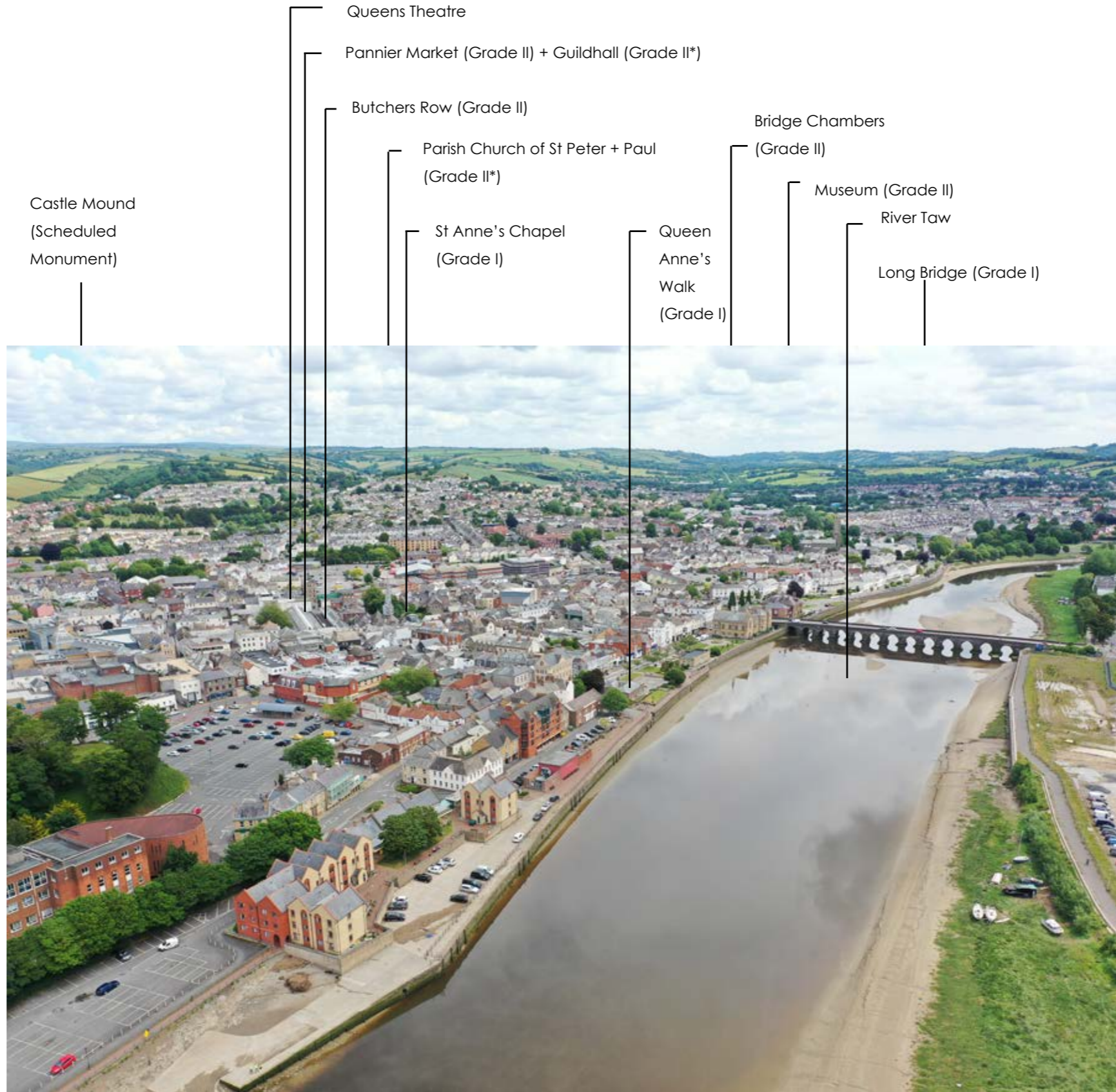


Image 1: Aerial Photograph of Barnstaple and Some of The Focal Historical Assets and Features



2.0 | UNDERSTANDING THE CONTEXT

2.0 Understanding the Context

Geographical Context

Barnstaple is the largest town in North Devon, with a population (2011) of 32,000. It is the principal retail, business, leisure and cultural centre in the district, and plays a strategic role in the provision of health and education services and public administration. About 20,000 people are employed in Barnstaple (2017). The leading employment sectors, which together account for about two-thirds of all jobs, are health, retail, education, manufacturing and accommodation/food.

Barnstaple is in a geographically isolated location at the heart of an extensive rural and coastal hinterland. There are no other large towns or cities within easy striking distance. This provides it with a large catchment of both residents and visitors.

Barnstaple grew up on the north side of the River Taw, and the town centre is still contained within the compact urban core. It retains the historic street layout of the Saxon town, with the High Street running north-west/south-east through the centre, close to the Castle Mound. This area contains a range of important historic buildings including the church of St Peter and St Paul and Queen Anne's Walk along with the focus of this study, the Guildhall, Pannier Market and Butchers' Row. It is also the town's prime retail location, with a wide range of multiple stores and independent shops.

This compact town centre ensures assets are centrally located and well connected, with the whole town centre set within a 5 minute walking distance (as indicated in the walking Isochrone : refer to Figure 3), with the Pannier Market, Guild Hall & Butchers Row at its heart. This promotes walking and increases the importance of well connected pedestrian routes, it also reduces the importance of vehicular access, allowing this to be reduced with enhanced pedestrianisation and parking at the periphery.

Heritage Context

The entire site area is part of the town centre conservation area of which there are 5 Grade I, 10 Grade II* and 222 Grade II listed buildings and structures.

This includes ;

Grade II	Pannier Market
Grade II*	Georgian Guildhall
Grade II	Butchers Row, a unique row of single-storey shops,
Grade I	St Anne's Chapel
Grade II*	Church of Saints Peter and Paul (The parish church of Barnstaple) .

(Refer to Figure 4 for location of Listed Buildings)

These assets have played a central role in the civic and commercial life of the town centre and continue to play an important role as a cultural asset.

The Pannier market sits on the site of the original Butchers Market which was erected in 1812 with the Corn Exchange above it, this original building stretched back to what was Anchor Lane (now Market Street).

The Guildhall was erected in 1826 above the Butchers Market with access through from the High Street to the market.

In 1855 the current Pannier Market was erected on the site of the Butchers Market connecting the High Street to Boutport Street with a Corn Exchange and dance hall above at the Boutport Street end. At the same time a new street (Butchers' Row) was cut through on the south side of the market providing 33 new Butchers shops opposite the market to house the displaced butchers. In 1864 the Pannier Market was extended into the Corn Exchange which was moved to the north side of the Market hall, an area now used as a store. The dance hall burnt down in 1942 and was rebuilt as the Queens Theatre in the 1950's.

There is a need to protect and enhance the significance of the historic assets. The Pannier Market in particular is in need of urgent repair to protect the future of the historic fabric, including works to the roof, drainage and decoration. Any proposals for the regeneration of these buildings and their settings will need to protect and repair the historic fabric and look to enhance the significance of the assets. To achieve this there will be both constraints and opportunities for the development, these include:

Constraints to development:

Listed buildings will need to be protected and any development consented

Need to maintain a spatial understanding of the full market hall space (no permanent visual/physical separation)

Significant historic fabric will need to be retained and repaired

Opportunities for development:

Re-establish the markets visual and physical connection to and interaction with the street (Butchers Row)

Reconnecting the former abattoir with Butchers Row

Repair and restore key aspects of the historic fabric

Whilst there has been a review of the cultural assets from a heritage perspective and dialogue with Historic England and NDC's conservation team, further more detailed work and dialogue will be necessary as the project moves forward.



Figure 3: Compact town centre diagram - 5 minute walk

LEGEND

- Area of Study
- - - Walking Distance



Image 3: Historic photo of Butchers Row



Image 2: Historic photo of Pannier Market

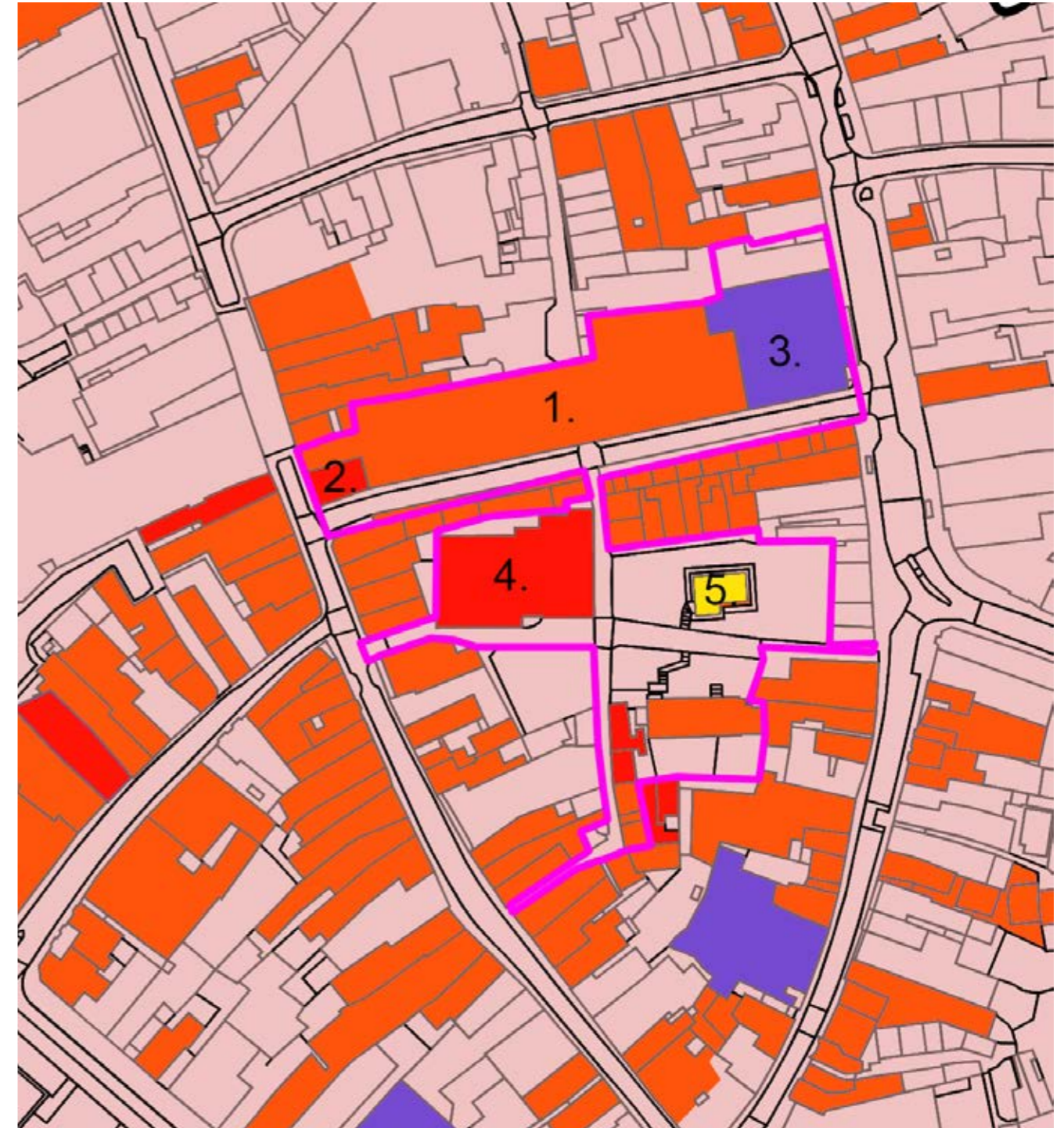


Figure 4: Conservation Area and Listed Buildings

Key

- 1. Pannier Market
- 2. Guildhall
- 3. Queens Theatre
- 4. Parish Church
- 5. St Anne's Chapel

- Conservation areas
- Grade I listed
- Grade II* listed
- Grade II listed
- Locally important buildings
- Area of Study

Physical Context & Site Analysis

All of the cultural assets are located together at the heart of the town centre, they sit between the High Street and Boutport Street with Market Street bisecting the site running north south.

The Pannier Market is “bookended” by The Guildhall (southern end) and Queens Theatre (northern end) fronting onto Butchers Row.

St Anne’s “Green” is connected to Butchers Row via a narrow linking section of Market Street, creating a beautiful tight knit network of pedestrian alley ways set behind the High Street and Butchers Row.

The former abattoir site is a ‘land locked’ site that sits to the north of the market building behind the Youth House on Market Street.

Butchers Row and Cross Street form an important connection between Queen/Bear Street car parks to east and the High Street and then on to the Strand and Waterfront to the west.

Both Butchers Row and Cross Street have vehicular access.

They are both traditional streets with a central carriageway with raised kerbs and footways each side. The two are connected by an unpedestrianised section of the High Street.

The Guildhall is accessed from the High Street and there is access to the Pannier Market from the High Street underneath the Guildhall (pedestrian access).

The Pannier Market also has access directly from Butchers Row via 20 arched doorways with wider arched doorways onto Market Street as it passes through the market hall forming a public right of way. There is currently no access into the former abattoir site from the market.

Access & Circulation

The Pannier Market and Butchers Row are located within the finer grain historic street pattern. Boutport Street is a secondary street (in terms of street hierarchy in the town) and the High Street is partly pedestrianised beyond Butchers Row. This does cause some confusion with pedestrians along the High Street and there has been a fatality with the junction of Cross Street.

There is also a public right of way that passes through the Pannier market along the route of Market Street but the pannier Market can be closed between the hours of 10pm and 6am.

The market traders park along Butchers Row for loading and un loading which needs to be retained in some form.

There is a general consensus (through the spatial vision work) that Cross Street and Butchers Row should be pedestrianised between the hours of 10am and 4 pm every day. This could be extended to 8am to 6 pm on a Saturday.

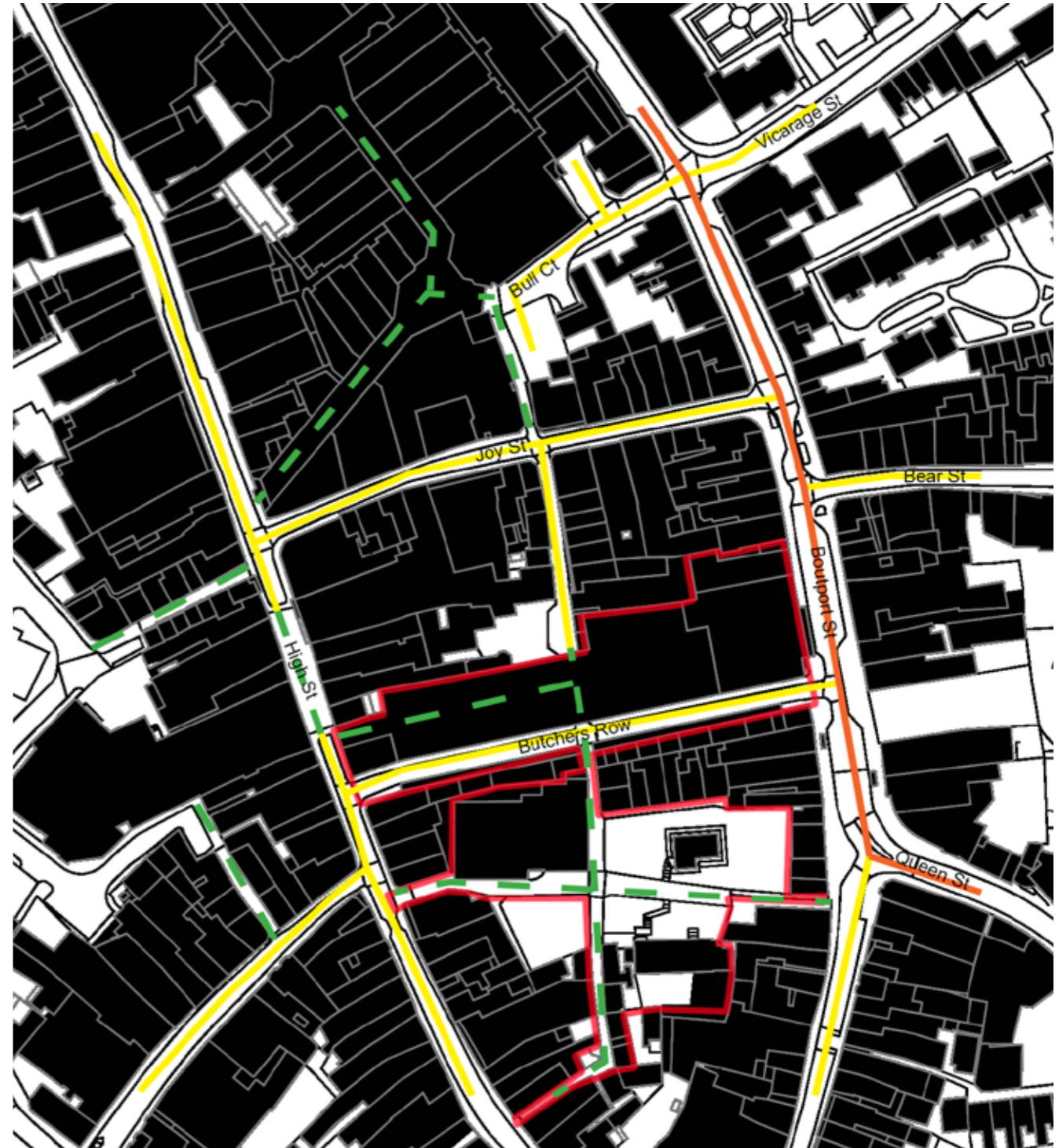


Figure 5: Site Access

Key

- Pedestrian
- Tertiary route
- Secondary route
- Area of Study

Commercial Context

The impact of Covid -19 has yet to be fully understood financially but clearly it has had a catastrophic impact on traditional retail centres and the hospitality industry.

The commercial findings of this report pre-date the Covid -19 epidemic but even before March 2020, the figures did not look good for the Pannier Market. A full assessment by Montagu Evans can be found in Appendix 1.

The assets are currently under performing and operating at a loss. It is however evident that the Pannier Market in particular is under pressure, with declining patronage and income, and as noted elsewhere in the report, urgent repairs are also needed to the fabric of the building. The Pannier Market is considered to be the jewel in the crown of Barnstaple high street, but by common consensus the building and the quality of retail offer in the market is looking tired, with a declining financial performance, resulting in a £100,000 pa year on year loss to the Council. The number of traders has been dropping and like many markets, it struggles to attract and retain traders of the quality ideally needed to act as a draw to the town.

These buildings are however key cultural assets and are often cited as being a major draw for visitors to the town. Together, with physical and operational investment, they represent an important opportunity for the town to improve its cultural and retail/leisure offer. The vision of a revived market and active use of the public space in Butchers Row, can help boost footfall and make a positive contribution to the town's wider economy.

Before Covid -19, food and general markets formed an important community asset in many town centres across the UK and are vital incubator spaces of new business, are community assets and help add to the overall experience of visiting a town centre. Markets also formed an important low barrier opportunity for local small to medium sized businesses to operate from. There is nothing to suggest that they cannot support a revival post Covid -19. The findings of this report would suggest that the role of these cultural assets is even more important now.

With the changing face of our high streets, markets could have a key role to play within changing high streets, providing destinations, events and experiences alongside retail opportunities. Flexible, adaptable spaces will allow this.



Image 4: Existing external View of the Pannier Market & Butchers Row



Image 5: Existing internal view of the Pannier Market



3.0 | IDENTIFYING ISSUES & OPPORTUNITIES

3.0 Identifying Issues & Opportunities

Having understood the immediate and wider context of these cultural assets, this section describes the existing buildings and spaces themselves. Identifying the current issues that they face in terms of the physical condition of the buildings, the facilities they provide and how they function, and identifying the opportunities that exist for improvement and enhancement of the buildings, operational success and future interventions. These issues have been identified by both observations by the design team and also through extensive consultation as part of the "spatial vision" for Barnstaple.

3.1 Guildhall

The Guildhall bookends the Pannier Market at the west end, located on the corner of the High Street and Butchers Row with existing gated access at ground floor through to the market hall (gates open during the day) (refer to figure 6). The building is still very much at the heart of the town and regularly used but both its interior and exterior are in need of some attention including repair and refurbishment. A full condition study has been carried out which sets out a series of suggested repairs and refurbishments, in addition to this there are some opportunities to make internal alterations/improvements to improve the way the building operates as a cultural asset and visitor attraction. A list of key issues and opportunities are set out below.

Issues to be addressed:

1. *The exterior requires repair and redecoration*
2. *The interior requires repair and redecoration*
3. *Storage and display space are limited and poorly organised*
4. *Important historic objects and artefacts are either not displayed or poorly displayed*

Opportunities to be explored:

1. *A general overhaul of the decoration will improve the visual impression and create a more attractive environment to encourage increased use for functions and other uses*
2. *There are opportunities for internal remodelling to improve the general storage within the Guild Hall in particular the way its historic objects and artefacts are housed*
3. *Opportunities exist for new display arrangements for historic objects and artefacts to provide an improved offer to tourists/visitors*



Image 6: Guildhall



Image 7: Guildhall Interior

3.2 Pannier Market & Former Abattoir

The Pannier Market building is a fully functioning building and generally in reasonable condition, however some urgent repairs are required. In addition to the repair and conservation of the key features such as the roof and main facade, there are some important and clear requirements for refurbishment and improvement of key elements, alongside some opportunities for potentially transformational interventions and reorganisation.

Behind the Pannier Market is the 'land locked' site of the former abattoir (refer to Figure 6), currently derelict this site has potential for conversion that could add significantly to the transformation of the Pannier Market providing additional development & public space. The challenge will be securing suitable access to enable this site to fulfil its potential. The Queens theatre operator has also expressed some interest in utilising this space for additional theatre productions which requires further exploration.

A list of the key issues and opportunities are set out below.

Issues to be addressed:

1. *Repair and conservation work required to the historic fabric of the Pannier Market*
2. *Existing public toilets are closed which has an impact on visitor footfall and visit durations*
3. *Office space above the public toilets is not fit for purpose and needs refurbishment*
4. *Current archways with sliding doors onto Butchers Row require refurbishment and create a drafty internal environment, they also make it difficult to provide light and visual connection without further disruption to the internal environment (particularly in winter)*
5. *The size of the market hall can sometimes work against the successful operation of the market and its single open space does not provide opportunity for different simultaneous uses*
6. *The public right of way (PROW) cutting through the hall creates a drafty internal environment (wind tunnel effect), together with the drafty archways and lack of day/sun light it can create a difficult internal environment for users and visitors*
7. *The derelict abattoir site is not currently accessible*
8. *The relationship of the abattoir site with the current Youth House needs to be considered.*



Image 8: Photographs of the current market hall.



Image 9: Photographs of the current market hall.

Opportunities to be explored:

1. A key opportunity to re-furbish and re-open the public toilets to increase visitor footfall and facilities available to all users
2. Opportunity to provide access to new public toilets directly through the market hall to increase visibility and reduce anti-social behaviour
3. Opportunity to provide newly refurbished office space above the public toilets that is suitable for Market Manager and potentially lettable office space to service other uses
4. A key opportunity to open up the sliding doors and glaze the archways onto Butchers Row to increase access, day/sun light and both physical & visual connection between Butchers Row and the market hall. This will also provide better control of the internal environment (reduce drafts)
5. There is an opportunity for screening or to 'partition' the market hall to provide two separate spaces of different sizes to allow different simultaneous uses and create a more suitable size market space
6. There is an opportunity for interventions to reduce the wind tunnel effect of the PROW through glazing entrances and/or screening/partitioning.
7. Opportunity to improve the internal environment, this will likely occur as a result of realising some of the other opportunities above and possibly some active measures if required .
8. Opportunity to reduce the carbon emissions and running costs of the Pannier Market and improve its sustainability.
9. The space currently used as storage for the market hall is underutilised and provides an opportunity to be better used in a more productive way.
10. Opportunity for the current Pannier Market cafe to provide a different or more distinct offer that could attract more visitors.
11. The currently derelict and land locked abattoir site behind the Pannier Market and Youth House provides an exciting opportunity to create a public space and new development as part of a new creative community.
12. Opportunity to provide a public link from Butchers Row through the Pannier Market to unlock the potential of the abattoir site.
13. Opportunity to convert existing buildings on the abattoir site.
14. The market hall itself provides opportunity for carefully designed and sensitive interventions within it, providing an improved market experience and the potential for a new creative community.
15. Opportunity to work with the Queens theatre operators to utilise the Pannier market / Abattoir site for additional events (e.g. youth theatre)



Image 10: Pannier Market Proposed Openings



Image 11: Derelict Abattoir

3.3 Butchers Row

The historic buildings along Butchers Row are generally in a good state of repair; they are all currently let and already form a thriving street frontage (refer to figure 6).

As part of future detailed design proposals it would be advisable to review the condition of the historic fabric, decoration and signage of these existing buildings to ensure that the overall approach is clear and cohesive in expressing the historic fabric and providing a clear identity that will help support an overall improvement and the proposed transformation of Butchers Row and the Pannier Market.

As the buildings are already functioning well, the key issues and opportunities for intervention will be within the public realm. Currently Butchers Row is dominated by vehicular access with a streetscape that reflects this. This causes several issues not only for the street itself and the movement of people but also for the historic buildings that front it. The key issues relating to this public realm and the opportunities to transform it are set out below:

Issues to be addressed:

1. *The condition of the historic fabric, decoration, signage, lighting and overall aesthetic of the existing buildings should be reviewed*
2. *The balance of priority of movement is in favour of vehicles and not pedestrians*
3. *The current road layout is dominated by the vehicular carriageway creating very narrow footways and a very directional street which encourages linear movement along it and discourages people to dwell or cross the street (transverse movement)*
4. *The narrow footways can be difficult to use and certainly discourage people from stopping and for any other purpose*
5. *Narrow footways do not encourage uses to spill out from the buildings*
6. *Very little interaction between the inside of the historic buildings and the street outside partly because of the nature of the road*
7. *The current road layout cramps the building facades on both sides making it difficult to fully appreciate the historic assets*
8. *Overall signage/way finding and lighting should be reviewed and improved*

Opportunities to be explored:

1. *Restricting vehicular access to Butchers Row either permanently or at certain times*
2. *Improving the public realm to rebalance the priority in favour of pedestrians*
3. *Improving the public realm to change the nature of the street from a road to a street/space*
4. *Changing the layout of the street remove the directional feel and encourage people to dwell and cross the street/space*
5. *Changing the layout of the public realm to encourage interaction between the buildings and the street/space including room to 'spill' out into the street/space*
6. *Opportunity to improve signage and lighting, not only to improve way finding but to also help, establish an identity and express both the Pannier Market and Butchers Row buildings better at night*



Image 12: View along Butchers Row showing unloading

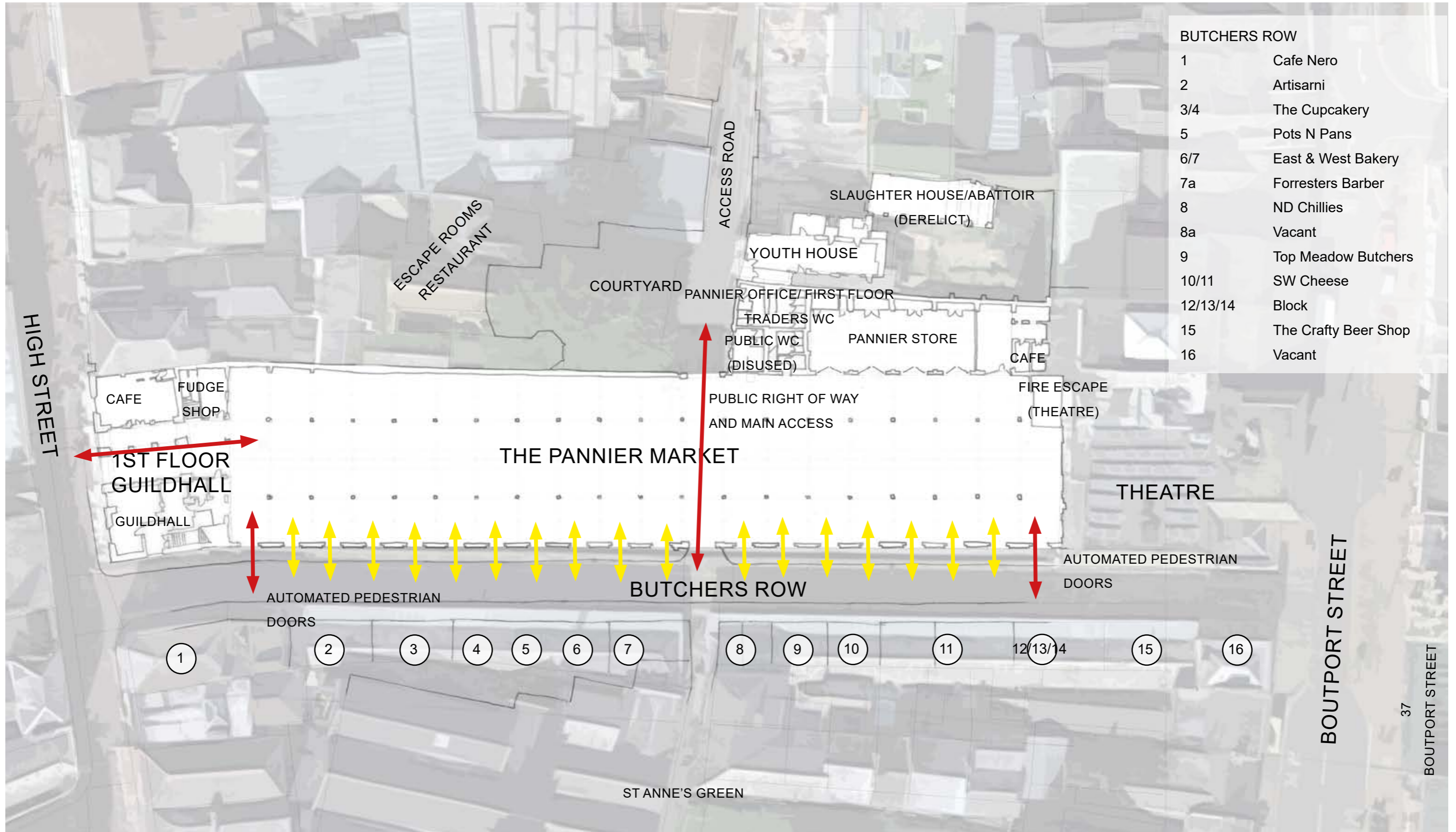


Figure 6: Existing Butchers Row Buildings and Pannier Market

3.4 St Anne's Quarter

The intimate spaces associated with St Anne's quarter (incorporating Church Lane & Paternoster Row) was described in the Barnstaple Conservation Area Character Appraisal as Barnstaple's own 'Cathedral Close'. The tight spaces and college 'green' character associated with the beautiful ecclesiastic buildings and terraced historic houses create a peaceful haven from the hustle and bustle of the High Street and Boutport Street.

This little gem of townscape is hidden and as a consequence suffers with anti-social behaviour (groups of people drinking- at the time of writing the report and the evidence from stakeholders)) and with a lack of footfall (hence the empty premises).

However, there are some attractive and 'individual' shops and cafés and the 'sequence' of views does however draw the viewer through the network of streets and spaces, if you are of a mind to look!

Issues to be addressed:

1. *Dealing with anti-social behaviour*
2. *Improving footfall and activity (which will help with resolving item 1.)*
3. *Inconsistent high quality public realm*
4. *Improved Signage*

Opportunities to be explored:

1. *Signposting the area from the surrounding streets- creating a town map of cultural assets*
2. *Improving the visitor and resident 'offer' in the area to create more of a catchment*
3. *Maintaining the public realm and buildings to preserve and enhance the assets.*
4. *Improved and consistent high quality public realm.*

All of these built heritage assets combine to create a unique townscape in the heart of the town. The Pannier Market, Guildhall and Butchers Row are however seen as the primary focus as they demand the most change and could create the most transformative regeneration in the town centre.

However, in order to really make this area sing, all the actions need to be addressed.



Image 13: View of St Anne's Chapel :1



Image 14: View of St Anne's Chapel :2



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ARTPRIZE
21

20
ARTPRIZE
21

NOTICE
Hand
Washing
Station

4.0 | PROPOSALS

4.0 Proposals

Having understood the current context, established the issues to be addressed and aims to be achieved, this section sets out proposals to address these issues, securing the future of the Pannier Market and reconnecting it with an improved Butchers Row and St Anne's quarter to deliver a successful cultural and commercial destination for the town. These proposals are not a finished set of designs; they are concept proposals that together form a strategy for future design. These proposals look to achieve three key aims:

1. **Protect & enhance the cultural components including Pannier Market, Guildhall, Queens Theatre, Butchers Row and St Anne's quarter as a combined historic asset.**
2. **Secure the future cultural & commercial success of the Pannier Market & Butchers Row**
3. **Deliver a wider benefit to the success of Barnstaple**

To achieve these aims we propose a set improvements and interventions for the Pannier Market closely integrated with improved public realm for Butchers Row and wider improvements to part of the High Street, Cross Street and signage to improve the connection with St Anne's quarter.

Together these proposals should not only provide a new cultural and commercial destination but also integrate it better with the wider town centre, re-establishing it as the heart of the town.

4.1 Pannier Market & Guildhall

The Pannier Market Building and Guildhall and the immediate context are hugely significant for the town, historically, culturally and commercially, however they could do more to express their importance and re-establish their role as the heart of the town centre. These proposals aim to firstly protect and enhance the historic buildings to safeguard their future and fulfil their current functions more effectively, then provide sensitive improvements or interventions to stimulate and accommodate further opportunities.

To demonstrate this approach further and allow a gradual build up of these improvements and interventions, the proposals for the Pannier Market are set out in three phases or options:

- Phase 1 – 'Protect and Enhance'
- Phase 2 – 'Establishing A New Creative Community'
- Phase 3 – 'Realising the Full Potential' (Further interventions)

A description of the proposal for each of these phases is set out over the following pages.

4.1.1 Phase 1 – Protect and Enhance

Phase 1 is the base option for works to the Pannier Market and Guildhall buildings. Firstly, this work will allow the repair, conservation and protection of the historic fabric ensuring that these important buildings are safe guarded for current and future generations. Not only will these measures provide much needed repair to the immediate condition of the buildings but also provide a sound and secure platform for future improvements and interventions. This work is essential to safeguard these significant heritage assets.

Once the essential repairs have been done the focus turns to how we can improve the facilities so that the buildings can fulfil their current functions more effectively and provide greater opportunity for additional functions. This work will include reorganisation of some facilities such as toilets and office space plus some sensitive modifications or interventions to improve the appearance, internal environment and operation of the Pannier Market.

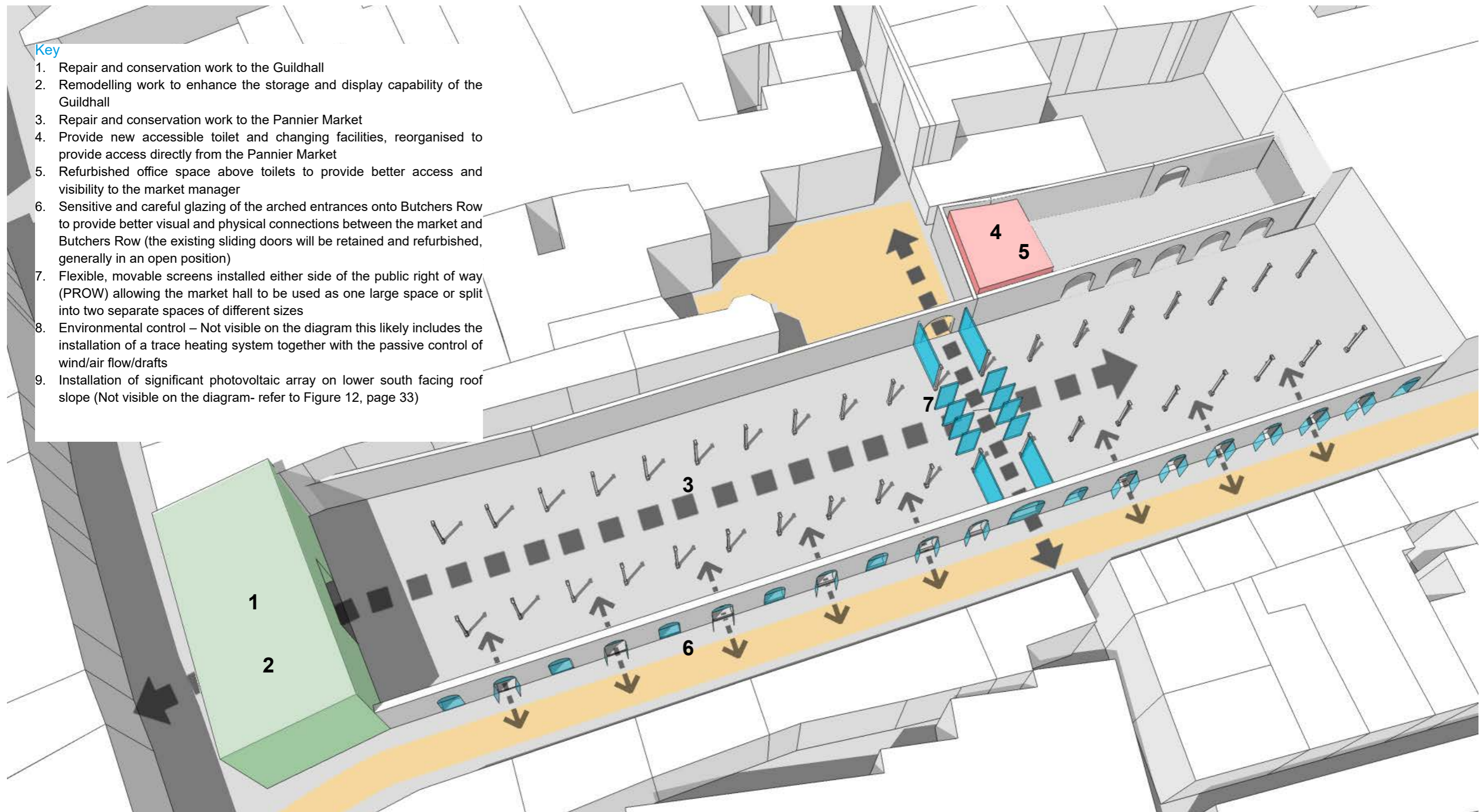


Figure 7: Pannier Market Works to be done : Phase 1

Guildhall

In addition to repair and refurbishment, work to the Guildhall will include some internal remodelling to improve the storage and more importantly the display of historic objects and artefacts, improving and increasing public access for residents and an improved visitor experience.



Image 15: View of the Guildhall along High Street

Repair and refurbish the Pannier Market

This work will include urgent repairs to the roof which may also include any works required to support the installation of an array of Photovoltaic panels (PV's), along with works to the front elevation along Butchers Row to restore some of the original features and generally improve the appearance.

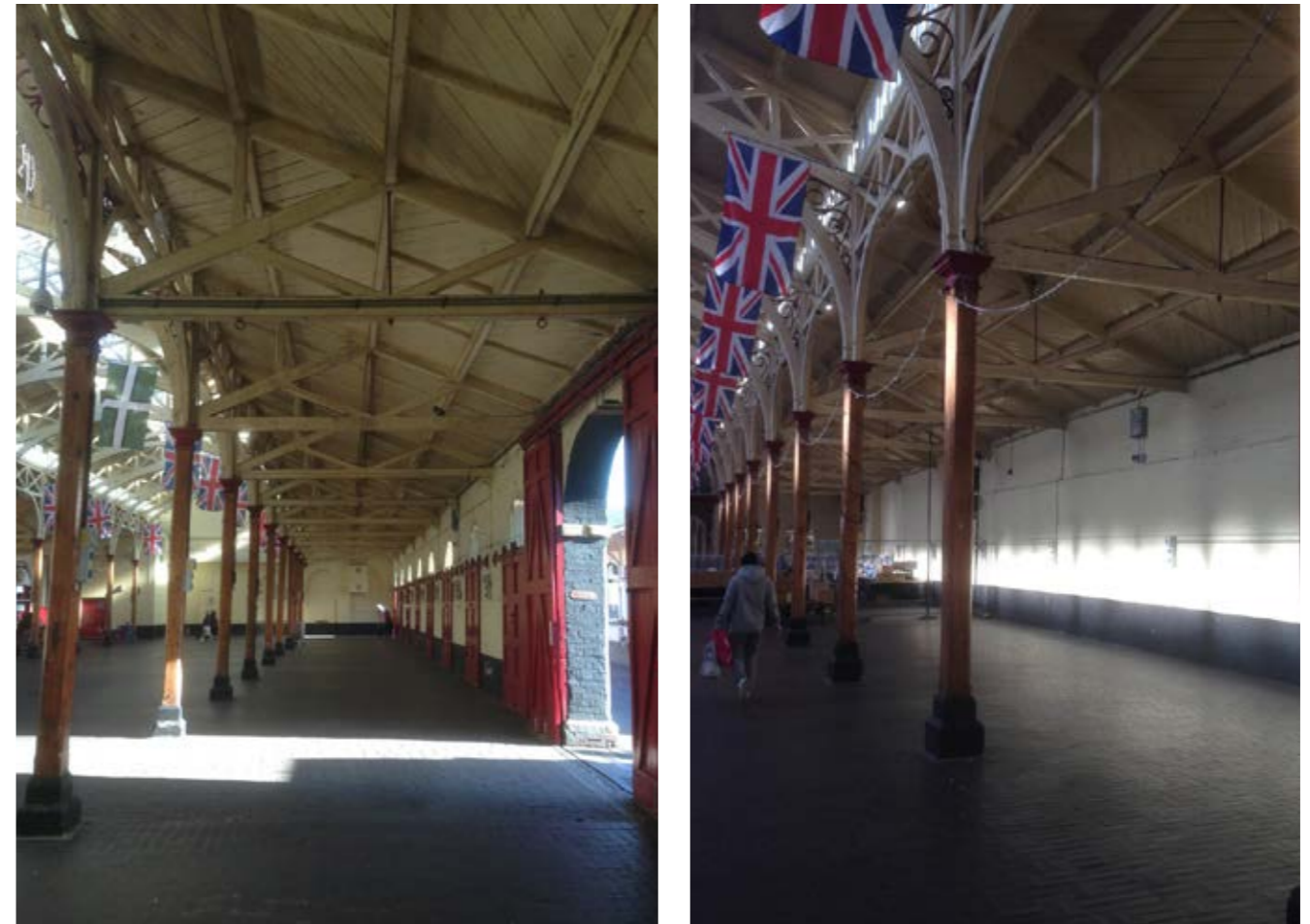


Image 16: Photographs of the damaged roof

New and accessible toilet and changing facilities

Key to re-establishing the Pannier Market as a destination and visitor attraction is the reopening of the public toilets, these will not only be reopened but they will be reorganised and refurbished to provide new and accessible toilet and changing facilities suitable for a 21st century destination. In addition, it is proposed that these facilities are accessed directly from the market hall, helping control and management of the facilities and ensuring the Pannier Market is at the heart of any visitor experience.



Image 17: Improved and re-instated toilets reflecting the character of the buildings

Glazed archways onto Butchers Row

Vital to the transformation of the Pannier Market will be the sensitive and careful glazing of the arched entrances onto Butchers Row to provide better visual and physical connections between the market and Butchers Row, the existing sliding doors will be retained and refurbished generally in an open position. This seemingly simple change will have a transformative effect in several ways, it will provide better permeability between market stalls inside and potential market stalls outside providing improved options for the layout and navigation of the market, it will improve visibility and interaction with the market hall from Butchers Row acting as a 'shop window' and increasing visitor exposure both during the day and at night when the market hall will 'glow', helping the night time presence and feel of Butchers Row, and finally it will improve the internal environment of the market hall, flooding it with daylight and sunlight, making it lighter and warmer.



Image 18: Open up the doors along Butchers Row (Similar to Tavistock & Above)

Environmental Control

An important factor in the transformation of the market hall will be control of the internal environment, this will not mean tight control or sealing up of the space, it is important that the hall still maintains its open feel and 'covered space' character.

However, some control to avoid 'wind tunnel' effect and to improve the comfort of the space particularly in winter is important. This will generally be achieved through the passive interventions already described. Firstly, with some control of the air flow achieved by the flexible screening each side of the PROW and glazing of at least one end of the PROW. Secondly through the glazing of the arched entrances onto Butchers Row, controlling drafts and allowing warming winter sun into the space. Finally, it may be desirable to add some form of active measure such as a trace heating system for use at very cold times or at night.

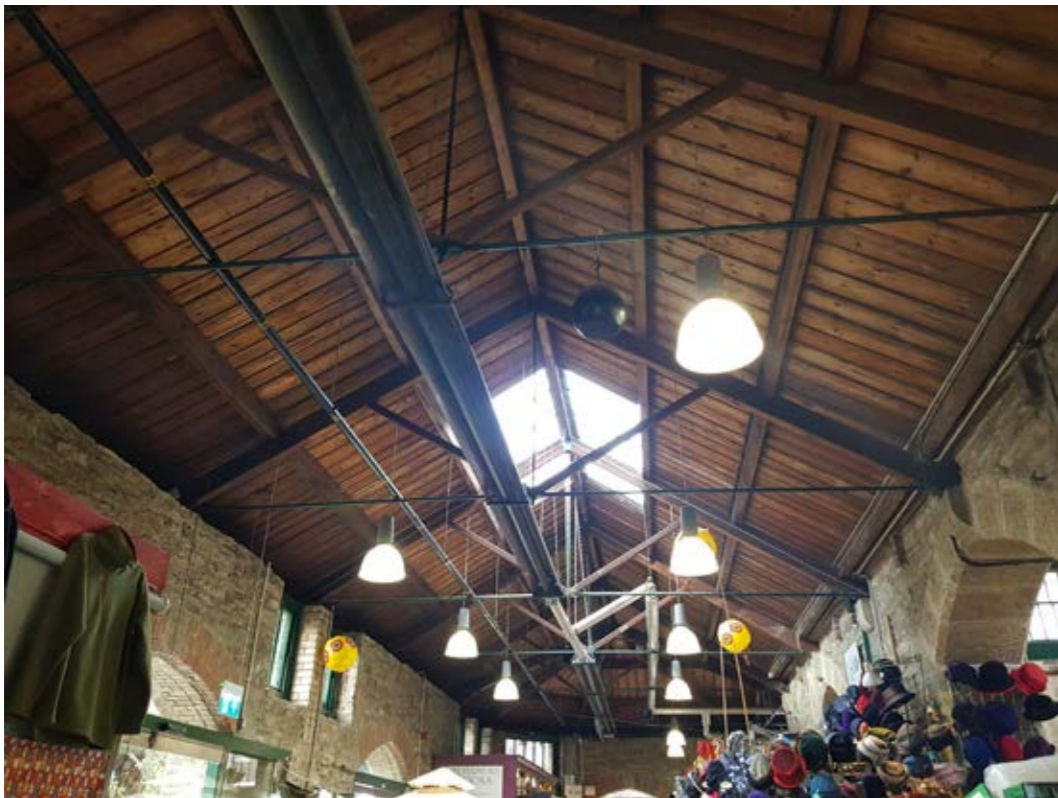


Image 19: Sensitive designed temperature control

Installation of Photovoltaic Array

The roof is structurally capable and suitably orientated to accommodate a significant PV array. These could be located on the lower south facing slope of the roof and would not be visible from the street.

They could generate renewable energy for use by the existing and proposed uses within the market, any spare energy could either be stored for use when required (via battery pack storage) or fed back to the national grid.

This single move could not only reduce the carbon emissions and improve the overall sustainability, but also cut running costs and fuel bills for the market hall and proposed new community.



Image 20: Sensitive installed photo voltaics

Flexible screens/partitions

This important intervention will allow the market hall to not only operate better as a market hall but also provide opportunities for other functions.

Flexible, movable screens installed either side of the public right of way (PROW) will allow the market hall to be used as one large space if required or split into two separate spaces of different sizes (these are not intended to be full height and will not 'seal off' the spaces just provide some visual and physical separation).

A reduced size market hall to the west will provide a better sense of containment on smaller or specialist market days and provide a 'wind break' from the PROW, improving the internal environment.

The screens will also allow for a smaller secondary space at the east end of the market hall which could accommodate different functions or events at the same time as the market if required.

The design of these interventions will need to be carefully considered but it is likely that they will be movable so that they can be opened up to maintain a fully open market hall and even when in place the roof structure of the hall will be visible from either of the two spaces so that the full majesty of the hall is still legible.

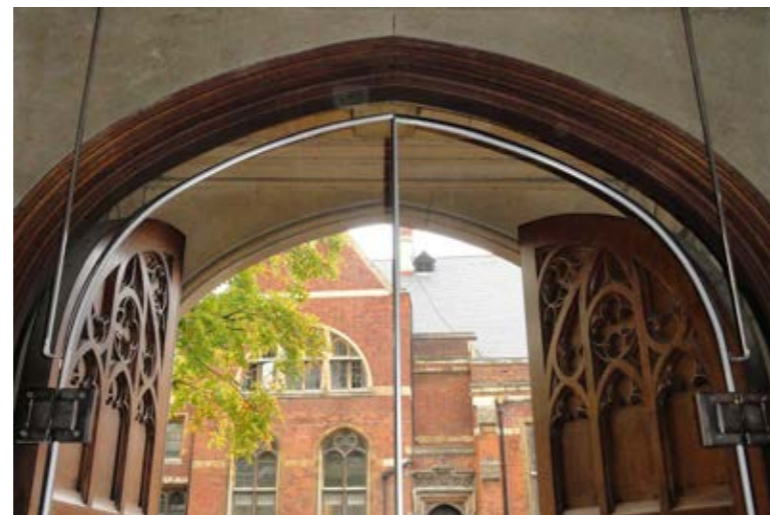


Image 21: Glass Arch Precedent



Image 22: Glass Opening Precedent

5.1 'Phase 2 – 'Establishing a New Creative Community''

Building on the proposals for Phase 1, the proposed interventions for Phase 2 will continue the regeneration and transformation of the Pannier Market. Having established improved function and sense of place, the Phase 2 proposals will continue to develop the Pannier Market as a cultural and commercial destination.

To achieve this, the proposals include the creation of a new public space with connectivity through the market hall to Butchers Row. Around this will be established a new creative arts & crafts community with studios and show rooms inhabiting converted buildings and underused space within the Pannier Market building. This space could also be utilised by the Queens Theatre to expand on their current offer and facilities.

Phase 2 proposals could be completed in tandem with the Phase 1 works but they should not delay the vital first phase of work. They could be completed as a standalone phase of work later following agreement of design, management and funding.

The Phase 2 proposal/interventions are illustrated in the axonometric diagram and key opposite.

New 'Slaughterhouse' courtyard

The creation of a new arts community could be centred on the re-use and conversion of the currently derelict abattoir area to the rear of the market building and Youth House. This underused and land locked site could be transformed into a usable courtyard space with a new pedestrian access created through one of the arched stores of the market hall. This new courtyard could be enclosed on two sides by artists studios housed within a converted abattoir building and new purpose built studios, to the west the courtyard will be defined by the existing Youth House building with the potential for the space to be used by the Youth House and potential for alternative access to the courtyard through the Youth House.

Conversion of the Pannier Market stores

The part of the Pannier Market that sits between the hall and the new courtyard is currently underused as a store room, this series of four top lit spaces with arched entrances onto the market hall could be transformed into three new artist studios and show rooms with the remaining one forming the new pedestrian arcade access to the courtyard, the existing arched entrances will be sensitively glazed to provide direct access to the market hall with a 'shop window' effect showcasing the work of the new creative community. To enable this, a purpose-built store could be created, utilising a single full width bay of the market hall against the blank wall at the east end of the hall, with direct access onto Butchers Row.

'Arts Café'

To complete the creation of this new creative community, we suggest that the existing cafe could be revamped, becoming the heart of the new and existing community providing a central hub for artists, residents and visitors alike.



Image 23: Creation of a beautiful courtyard space



Image 24: Creation of well lit art studios

Key

1. New 'slaughterhouse' courtyard space
2. New pedestrian arcade created through one bay of the existing stores to access the courtyard
3. New artist studios within converted abattoir building
4. New purpose-built artist studios
5. Existing stores converted to new artist studios/show rooms
6. Existing arched entrances fully glazed onto market hall
7. Revamped 'Arts Café' as central hub for artists and visitors alike
8. New purpose built stores
9. Potential relationship /link to the Queens theatre for additional performance space

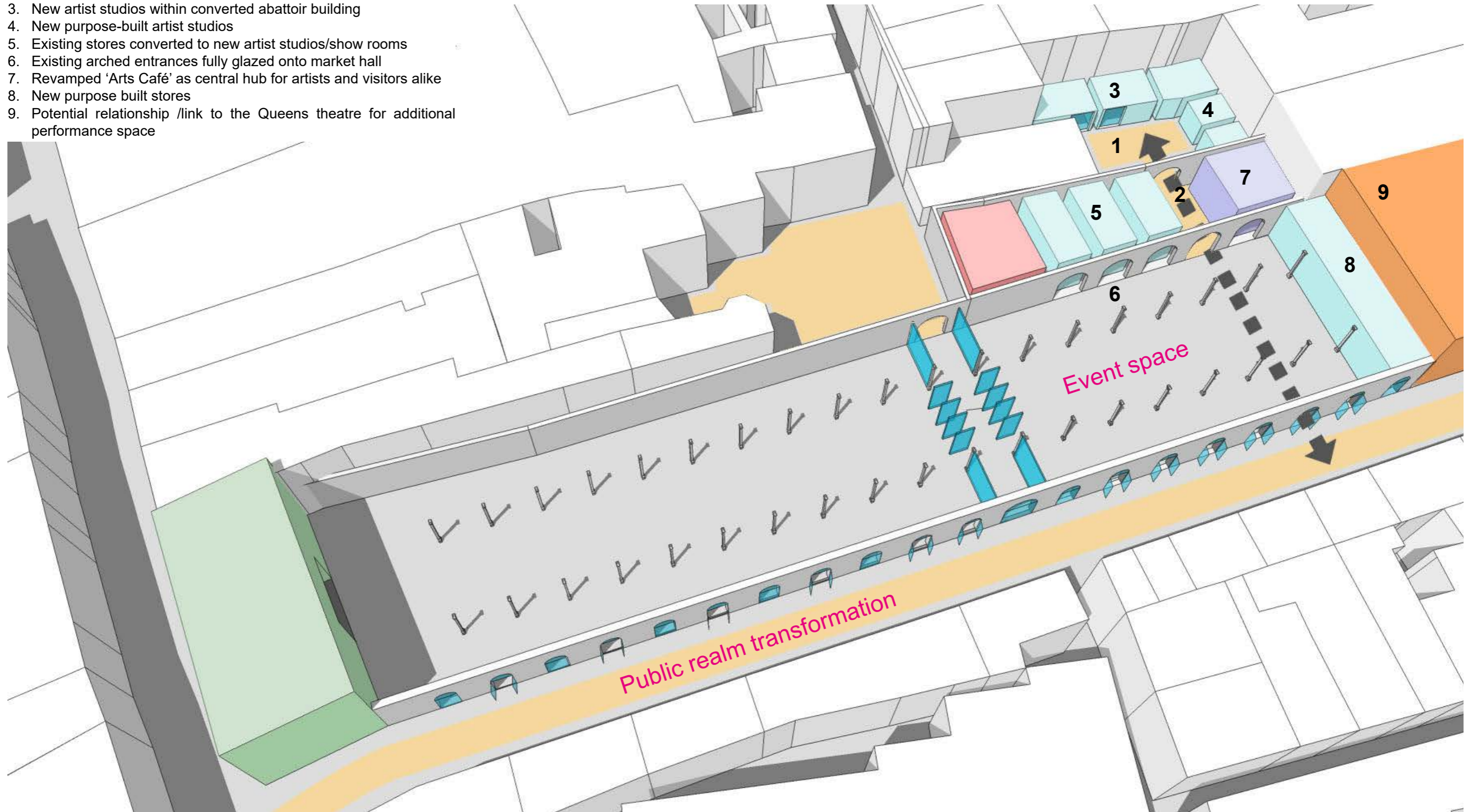


Figure 8: Pannier Market - Phase 2 Concept Proposals - 'Establishing a New Creative Community'

5.2 Phase 3 – Realising the Full Potential (Further interventions)

Phases 1 and 2 will transform the Pannier Market, protecting and enhancing the historic fabric, improving the way it functions as a market hall and event space and re-establishing it as a cultural destination for the local community and visitors. The final Phase of proposals build on this transformation, adding additional market facilities or retail opportunities, maximising the potential commercial gain, and increasing the space, density and visibility of the new creative community. All of which adds to the viability of the Pannier Market as a visitor destination. This work would need to be informed by the preferred approach for the market operator- refer to the recommendations in the commercial strategy in Section 6.

As with Phase 2, this Phase could be completed at the same time as the other phases but should not hold up the delivery of Phase 1 works. It is likely that these additional interventions would follow successful delivery of Phases 1 & 2 and build on the cultural and commercial success of the transformed Pannier Market.

The Phase 3 proposal/interventions are illustrated in the axonometric diagram and key opposite.

Additional interventions - Semi-permanent market/retail pods

Interventions in Phase 1 will help the market operate more effectively and provides improved layout options, this additional intervention at Phase 3 will add to this, providing up to 10 new semi-permanent market/retail pods, located against the blank back wall of the market hall they sit within the existing column grid, addressing the main central aisle and form the basis for future market layouts. The pods will be carefully designed and crafted high quality objects or pods that will sit within grid of the market hall, set back from the column line and sensitively separated from the existing structure to ensure that visually the overall volume and rhythm of the historic market hall is not impeded in any way and although permanent, can be removed easily without impact on the historic fabric. These pods will be open or glazed facing the hall and provide suitable utilities/facilities to operate either as market stalls or as permanent retail outlets (such as the existing fudge shop) should demand make this commercially viable.

Additional interventions – Artist studio/show room pods

As with the semi-permanent market/retail pods, these additional artist studios (up to 5) will be carefully designed and crafted high quality objects or pods that will sit within grid of the market hall, set back from the column line and sensitively separated from the existing structure to ensure that visually the overall volume and rhythm of the historic market hall is not impeded in any way and although permanent, can be removed easily without impact on the historic fabric. These will provide additional creative space driven by demand and success of the new creative community. They will be located along the front wall of the Pannier Market allowing direct access and 'shop front' to Butchers Row, they could also provide direct access and 'shop front' onto the market hall, opposite the arched fronts of the artist studios/show rooms within the converted store. It is possible that these could be 2 storey or have a mezzanine and still sit below the visual line set by the top of column/bottom chord of trusses.



Image 25: Creation of semi-permanent stalls



Image 26: Creation of semi permanent work space

Key

1. Semi-permanent market/retail pods carefully located within the historic column grid of the market hall
2. Additional artist studio/show room pods carefully located within the historic column grid of the market with direct access from Butchers Row and the market hall

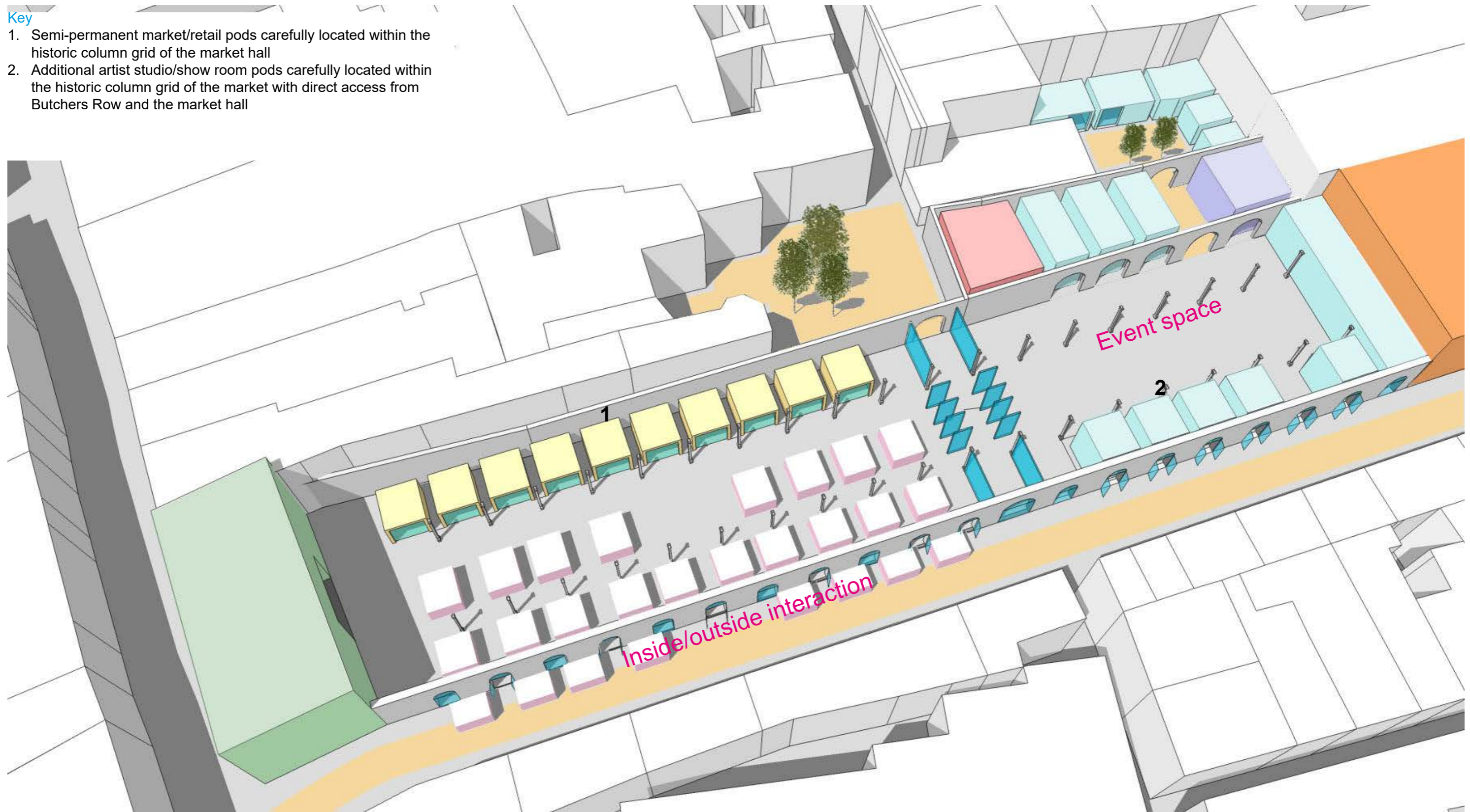


Figure 9 : Pannier Market - Phase 3 Concept Proposals - 'Realising the Full Potential'

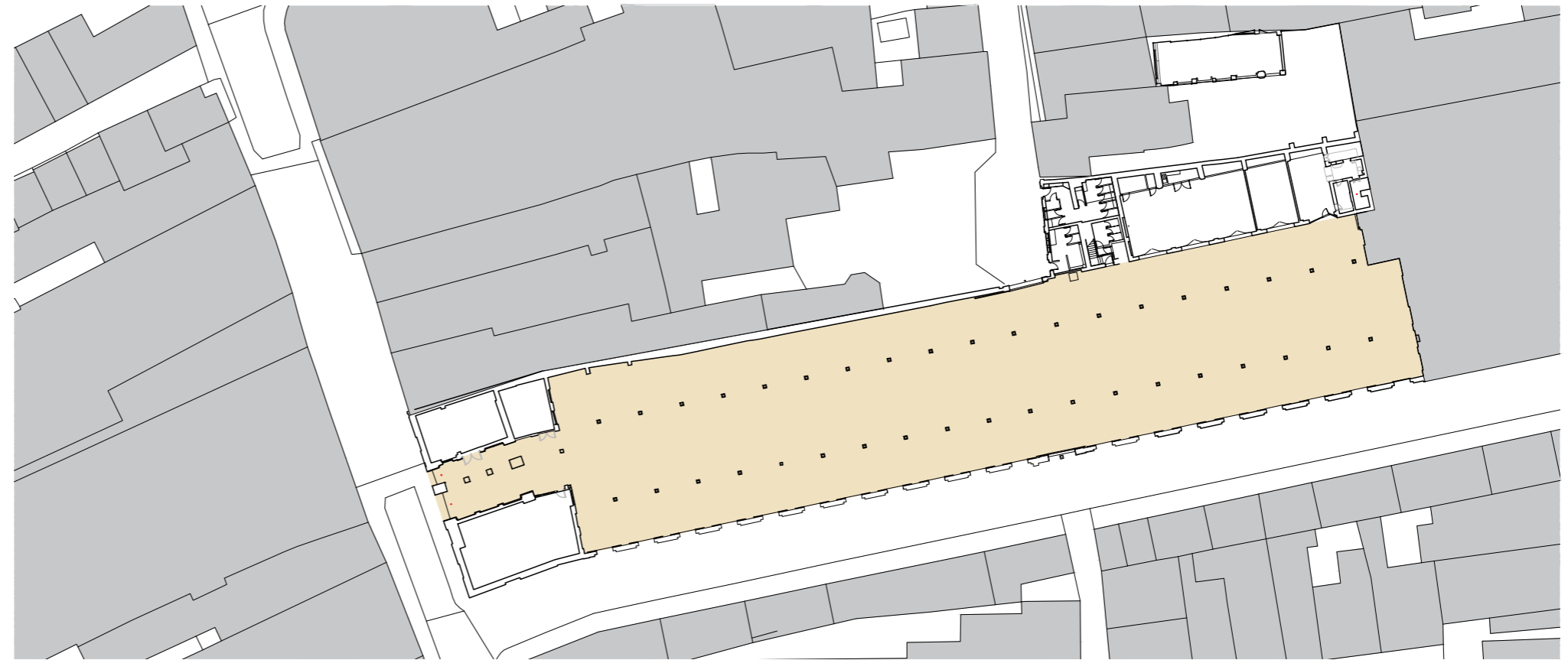
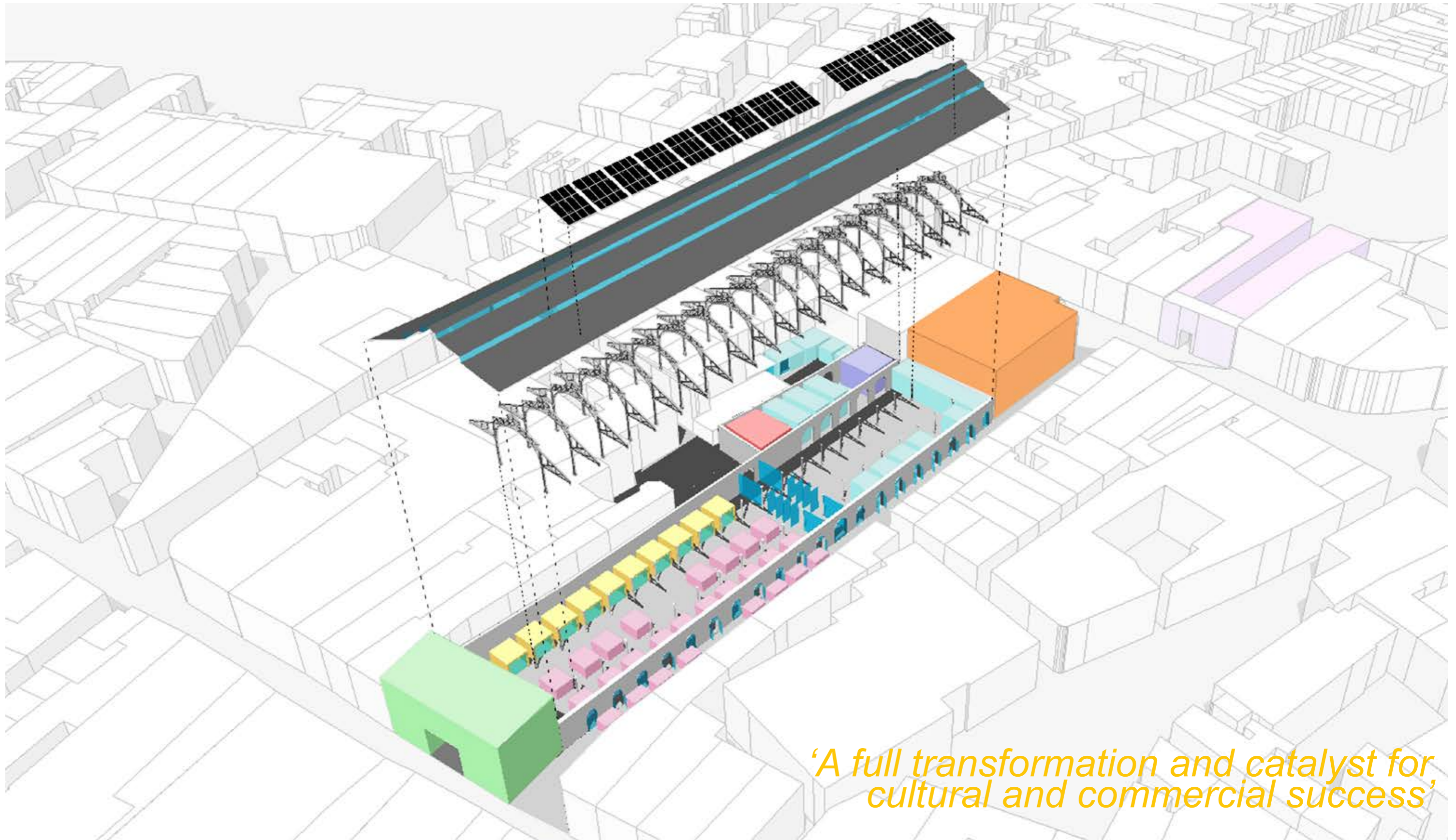


Figure 10 : Pannier Market Existing Plan

- Improved/ restored Guildhall
- Reinstated and improved public toilets and managers office
- Creation of artist/makers studio spaces
- Improved cafe offer
- New storage /screening space
- New courtyard space
- Potential new market stalls/ reconfigured layout
- New glazed screens onto Butchers Row
- New glazed partition within the Pannier Market
- Potential relationship/ use of the Pannier Market by Queens Theatre operators



Figure 11 : Pannier Market Proposed Plan showing Regeneration and Interventions



'A full transformation and catalyst for cultural and commercial success'

Figure 12 : Pannier Market - 'A full transformation and catalyst for cultural and commercial success'

5.3 Butchers Row & Cross Street

Alongside the Pannier Market and the Guildhall, Butchers Row is the other key heritage asset identified in this study. Its location alongside the Pannier Market and their connected history result in a combined importance and therefore it is vital that proposals for both are considered and delivered together. The existing buildings along Butchers Row opposite the Pannier Market have already been refurbished and re-purposed to good effect and they already provide a thriving frontage onto the street, however to maximise the commercial success of these and future businesses alongside the Pannier Market, it is crucial that the nature of the street is changed so that it can work together better with an enhanced Pannier Market to re-establish itself as a cultural and commercial destination.

The key aims to enable this transformation are to simply reduce vehicular traffic, increase pedestrian access and improve the public realm. It is proposed that this transformation is done not only by physical changes to the public realm but also changes to the way the street functions within the town centre. Barnstaple town centre is compact and walkable with the majority of the town centre falling within a 5 minute walking radius of Butchers Row, not only does this highlight the importance of its location as a destination but also that changes to the vehicular access along Butchers Row and Cross Street will not have a significant impact on traffic movement around the compact town centre.

To enable this transformation of Butchers Row and the Pannier Market and to deliver a truly successful destination, the street needs to be considered within the wider town, not only in terms of access and maximising footfall but also in terms of connectivity. Therefore these proposals for public realm improvements apply not only to Butchers Row but also Cross Street and the connecting section of the High Street that joins Butchers Row and Cross Street. The extent of this area of public realm re-design is indicated on Figure 13. The proposals for these streets and in particular the proposals for Butchers Row are set out on the following pages culminating in a concept street view giving a sense of the place we are aiming to achieve.

These proposals look to change the nature of Butchers Row, to create a space/street enclosed by the historic buildings rather than just a road. Proposals aim to encourage pedestrian footfall and allow the activities within the Pannier Market and Butchers Row to spill out into the space creating a destination to stop and dwell rather than just a through route. The key proposals to achieve this are set out below.



Image 27 : Shared surface public realm transformation - Preston



Image 28 : Successful Shared surface example - Brighton

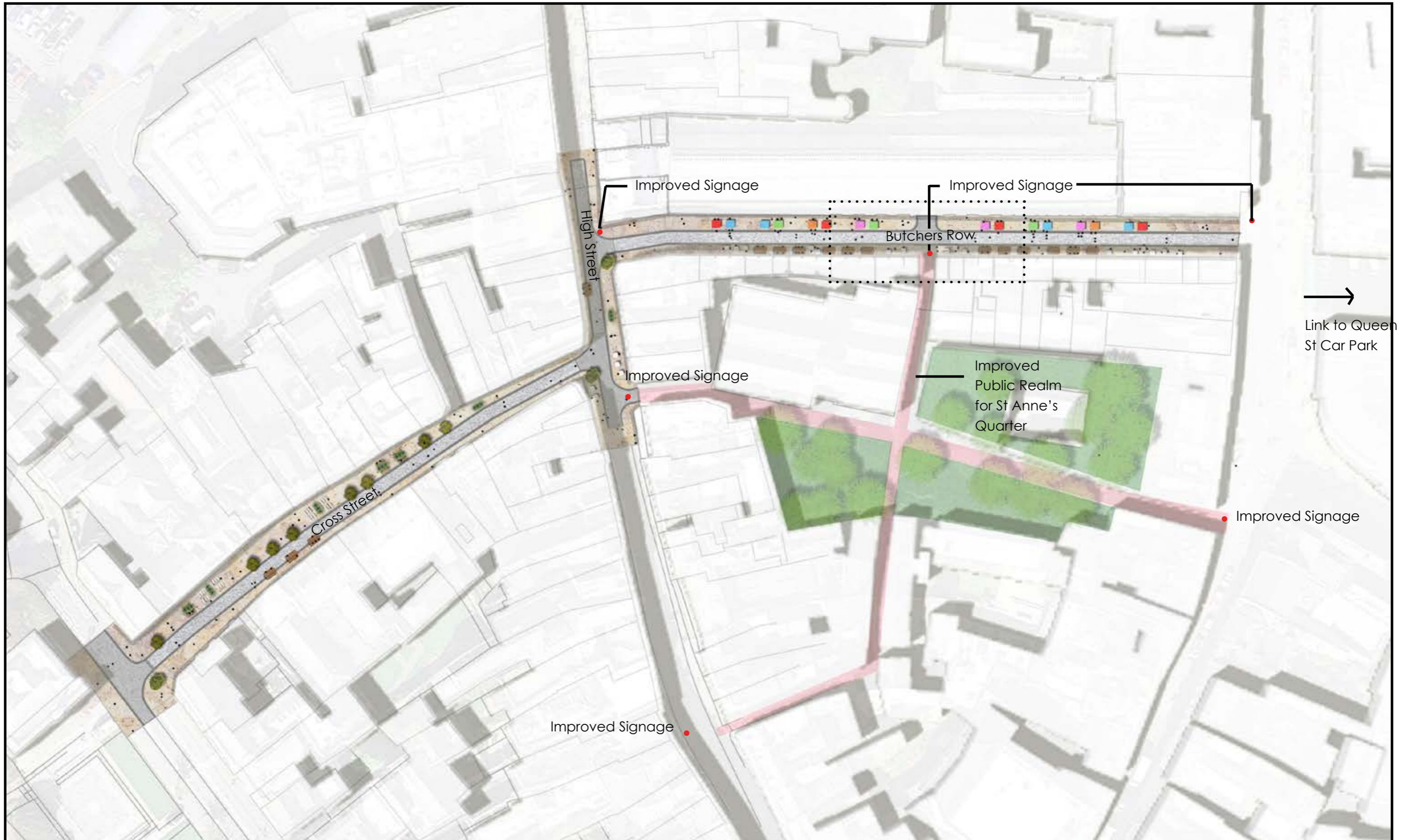


Figure 13 : Proposed Public Realm Improvement extents

Vehicular Access

Currently Butchers Row is a one way carriageway accessed from the High Street; it is proposed that this will stay the same except that access for vehicles will be restricted between 10:00 and 16:00. This will still allow for loading and unloading and for market access in the morning and evening but will permit and encourage the street to be used in a different way during the day.

It is likely that this will be managed by a set of retractable telescopic bollards at the east end of Butchers Row at the junction with Boutport Street and another set at the south end of Cross Street at the junction with the Strand. Where this system is successfully employed elsewhere, the bollards are accompanied by an intercom, CCTV and simple red/green stop/go lights, when traders want to leave early they do this by having a conversation with the person at the other end of the intercom in order to bring their vehicles in before 4pm, and common sense seems to prevail.

Interaction with historic buildings

A key aspect of re-imagining the public realm on Butchers Row is how this will interact with the historic buildings that line each side. As described above the new public realm will allow the street to become an extension of the buildings, through a combination of the widened pedestrian areas and level surface working in tandem with the glazed archways into the Pannier Market, the physical and visual presence of the market can extend beyond the hall into the space generating a 'buzz' to the street that used to exist but has been lost for some time. Uses spilling out on both sides and better more regular access into the market will encourage movement across the street rather than the current linear movement. The current road layout cramps the building façades on both sides, changing this will improve the setting of the historic assets and allow the buildings to be better appreciated.

Public realm design and surfacing

Instead of the current traditional road layout dominated by the carriageway with kerbs and narrow footways, the road will become a level surface street with a carriageway, footways and loading bays demarcated within the surface treatments. This will change the emphasis from a directional road to a 'public space' enclosed by the historic buildings. Even when the street is open to vehicles, the change in the nature of the street will help to modify behaviour and rebalance the priority between pedestrians and vehicles in favour of pedestrians. These are only initial proposals and will require further consultation with access groups during future detailed public realm design. The key public realm changes include:

1. Kerbs and level changes removed, replaced with a consistent level surface
2. Carriageway will be narrowed to 2.5m-3m and demarcated in the surface treatment only
3. The narrowed carriageway will allow the demarcated footways to be widened on both sides
4. The alignment of the carriageway will provide a wider footway on the Pannier Market side sufficient to allow a row of market stalls within the space (encouraging the market to 'spill out' into the street)
5. Loading bays will be simply demarcated as part of the wider footway on the Pannier market side, this will be done using studs or other simple surface treatments
6. The widened footways on both sides will encourage activity to spill out into the new space, from tables and chairs for food and drink on the Butchers Row side to an outdoor extension of the market on the other
7. Improved signage and lighting, not only to improve way finding but to also help, establish an identity and express the both the Pannier Market and Butchers Row buildings better at night. This could include up-lighting of the buildings set within the new public realm.

Cross Street & High Street public realm proposals

As already described, key to the future success of the Pannier Market and Butchers Row as a destination, is good pedestrian connectivity through the High Street and Cross Street to the Strand and waterfront beyond. To enable this it is proposed that similar public realm treatment is applied to Cross Street and to the section of connecting high Street that joins the top of Cross Street with the west end of Butchers Row. As described the proposed retractable telescopic bollards at the bottom end of Cross Street will restrict vehicle movements between 10:00 and 16:00 allowing improved pedestrian access between the key destinations of Pannier Market/Butchers Row and the Waterfront. In addition this will complete the full pedestrianisation of the High Street during the day.



Figure 14: Butchers Row : Concept

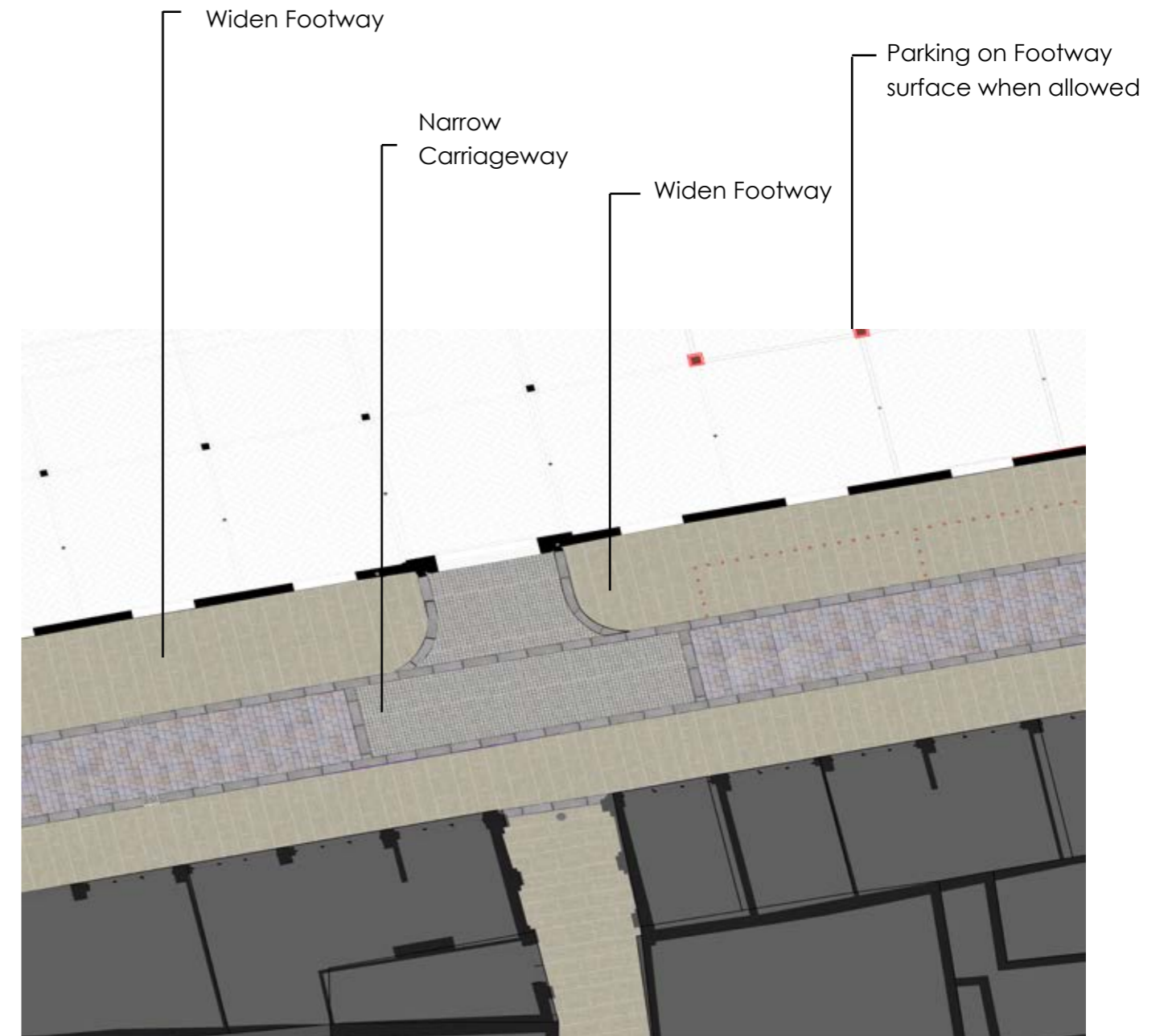


Figure 15 : Sketch plan of Butchers Row re-surfacing



Image 29 : Butchers Row as existing (Google street view)



'Transformation - a sense of the place'

Image 30 : Butchers Row Visual after transformation - 'A sense of the place'



5.0 | COMMERCIAL STRATEGY

6.0 Commercial Strategy

Context

The commercial strategy relates to Pannier Market and Butchers Row specifically as they are often cited as being a major draw for visitors to the town. Together, with physical and operational investment, they represent an important opportunity for the town to improve its cultural and retail/leisure offer. The vision of a revived market and active use of the public space in Butchers Row, can help boost footfall and make a positive contribution to the town's wider economy.

The phased proposals set out in this report will allow these two adjacent assets to maximise the benefits of the open and indoor spaces, offering a revived focal point for independent retailing, arts & crafts and community activities, using this flexible space in a more intensive way.

It is however evident that the Pannier Market in particular is under pressure, with declining patronage and income, and as noted elsewhere in the report, urgent repairs are also needed to the fabric of the building. The Pannier Market is considered to be the jewel in the crown of Barnstaple high street, but by common consensus the building and the quality of retail offer in the market is looking tired, with a declining financial performance, resulting in a £100,000 pa year on year loss to the Council. The number of traders has been dropping and like many markets, it struggles to attract and retain traders of the quality ideally needed to act as a draw to the town.

The Role of Markets

It is important though to not lose sight that food and general markets form an important community asset in many town centres across the UK and are vital incubator spaces of new business, are community assets and help add to the overall experience of visiting a town centre. Markets also form an important low barrier opportunity for local small to medium sized businesses to operate from.

The design team's vision is for the Pannier Market/Butchers Row area to be a focal point in the town, acting as a social hub, providing not just a location for mercantile interactions, but a location to socialise, work, relax and learn.

We are seeing across the country the role of markets in town centres evolving with a greater emphasis on offering more of an experience and differentiation from chain retailers and food and beverage operators. The growing focus towards markets providing a food hall for example, has been led by a number of high-profile examples, such as Altrincham and Barnsley. We think Barnstaple should equally aim to re-position the Pannier Market to act as a new "anchor" for the town centre, especially to counteract the structural changes taking place in the traditional high

street economy.

Commercial Strategy

From a strategic perspective, Barnstaple benefits from a larger catchment for a town of its size, given its geographic location. In addition, it can access a seasonal and weekend draw for tourists, including being part of the Biosphere. So, it has the ability to market its heritage assets to different audiences. However, to achieve this, it is important it presents a refreshed offer.

It is important to note Butchers Row is a success story, this grade 2 listed building comprises 16 shop units, some of which have been combined. Currently there are 12 tenants with only one vacant unit, which was under offer to a butcher. The occupiers offer a variety of uses including, a bakery, cheese shop, craft beer, chillies, cafés and kitchen equipment. The total revenue currently is c £80,000 p/a. However, there is an opportunity to leverage the unique setting, by opening-up the Pannier Market frontage opposite and commercialising the public realm space in between the buildings.

The commercial approach to the Pannier Market has focused on a combination of physical improvements to the external fabric of the market and internal investment to improve the quality of the retail layout, providing more flexibility for how the space can be used. The size of the building means for much of the time the stalls are too spread out and the "buzz" of the market is lost.

The proposal to split the market into two principal spaces, which allows the market to be multi-purpose and offer the use of space that appeals to a wider audience than those just wanting to shop. The markets team have successfully showed the scope to use the building for a range of events. Anecdotal evidence from the Town Centre Manager on the impact on town centre traders when there are busy market special events, shows the positive wider benefits a revived market can bring in driving significant footfall.

The creation of the separate spaces, including the courtyard of the former abattoir, creates a focal point in the town for makers spaces with the ability to retail products through the market and offer learning too.

The Pannier Market has we believe become too focused on general merchandise and should aim to improve its food offer, which has diminished – there is an opportunity to invest in seeking stallholders who bring good quality food, arts and crafts, but this need to be allied to business support, through promotional campaigns including an incentive scheme for new concepts. The frequency of the events will need to be considered, especially at weekends, to draw on a wider catchment, including the tourist market. We would recommend reviewing if the market closes on a Monday given the lower footfall and income, but focus instead on periodic events on Sunday's.

The creation of a comprehensive business plan (augmented by a more detailed review of the demand opportunities) to guide the decision making will be essential and to inform this we have set-out a series of recommendations to be considered alongside the Lavigne Lonsdale proposals relating to the Pannier Market;

Next Steps

The recommendations are:

1. NDC engage the specialist market consultants to carry out a detailed review of the operational opportunities, with the report focusing;
 - i) the business plan options for a turnaround plan to reduce the subsidy and increase footfall,
 - ii) seek endorsement to the recommended capital expenditure before progressing with the recommended reconfiguration of the Market Hall and,
 - iii) a more detailed assessment of the alternative operational options for NDC. This would include NDC entering into a partnership model to share risk and resource whilst accessing leading market thinking.
2. In parallel with 1 we would recommend the NDC team arrange an online meeting with Mendip DC and Cherwell DC to discuss the approach to diversifying the market offer and to assess the lessons learnt from other markets that have evolved their offer.
3. Subject to the outcome of the specialist market consultant report we believe there are strong advantages to NDC to enter into a partnership approach with a market specialist to inject new ideas and bring access to additional operational experience in running foodhalls and diversified market offers. The asset management model we think can provide a balanced approach to NDC offering a greater degree of influence in the market whilst providing a risk-sharing approach.
4. Besides the specific individual building recommendations there are a number of town centre focused recommendations that we see as important to the heritage assets study, but also would benefit the town centre as a whole, these are:
 - Introducing pay on exit car parking (using ANPR systems) in the Council's surface car parks so as not to constrain shoppers stays in the town centre
 - Encouraging coach drivers to drop-off closer to the town centre – provide improved facilities for drivers to encourage more frequent stop-overs
 - Re-opening (and refurbishing) the public w/c's in Market Street
 - Improving the signage through the town to the Pannier Market and Butchers Row
 - Creating an improved link from Queen Street car park by redeveloping the vacant development site on Bouport Street.
 - Broadening the destination marketing for the town linked to an improved heritage offer once the physical changes have been undertaken.



6.0 | Summary, Conclusions & Next Steps

Summary, Conclusions & Next Steps

6.1 Summary & Conclusions

Barnstaple has a wealth of cultural and heritage assets and the context for this study including the entire town centre conservation area. Following significant public and stakeholder consultation for the “spatial vision” work, the importance of the cultural assets was clearly identified as a key component.

Certain key buildings and spaces were identified as the “jewel in the crown” in the heart of the Conservation Area which includes the following components);

- Barnstaple Pannier Market (owned by NDC),
- The former Market Inn & abattoir site (owned by NDC, part leased to Barnstaple Youth House),
- Butchers’ Row (owned by NDC),
- Barnstaple Guildhall (owned by Barnstaple Town Council).

In addition to these, the following assets were also identified in the brief as they form a key component of the cultural map of the area ;

- St Anne’s Chapel (owned by Barnstaple Town Council and operated by Plough Arts)
- Queens Theatre (owned by NDC, leased to an operated by Selladoor venues until July 2029),

Key to the success of this cultural quarter as a destination will be the regeneration of the Pannier Market and Butchers Row and therefore these are the focus of this initial piece of work – get these assets working as a catalyst for change and the rest can feed in.

It is therefore key that the strategy and proposals for the regeneration of these two key assets will re-establish them as the catalyst for a cultural quarter at the heart of the town centre.

These cultural assets are currently under performing, both in terms of place making and commercial performance. They need a strategy and proposals that will deliver these three key aims:

1. **Protect & enhance the Pannier Market & Guild Hall Buildings**
2. **Secure the future cultural & commercial success of the Pannier Market & Butchers Row**
3. **Deliver a wider benefit to the success of Barnstaple town centre**

To achieve these aims they need to work together, they have a symbiotic relationship where the success of both is dependent on the other. Therefore it is important that the key changes to in relation to movement and public realm along Butchers Row are implemented at the same time as the physical transformation of the Pannier Market.

This study had identified several existing issues that need to be addressed for both the Pannier Market and Butchers Row, these are the issues that currently restrict their success and will need to be resolved through the proposals, however this study shows that the majority of these can be addressed and doing so will not only remove the restriction but actually present opportunities for further success. The study also identifies and demonstrates, clear and exciting opportunities not only for improvement but also for significant interventions and growth.

It was considered sensible and desirable to develop proposals that could respond to the current and evolving needs and be delivered in a phased approach. The proposals have been developed and configured to allow a phased approach to the regeneration, simplifying and enhancing the chances of delivery and also providing flexibility to adapt to success as it develops – ‘more of what works’.

We are confident that the opportunities identified and the proposals developed in this study will transform the fortunes of these important assets and help deliver the vision of a successful cultural quarter at the heart of the town centre post COVID 19

Below is a summary of the key proposals to achieve this transformation, including proposals for Butchers Row and then the three proposed phases for the Pannier Market.

Butchers Row

These proposals look to change the nature of Butchers Row, to create a space/street enclosed by the historic buildings rather than just a road. Proposals aim to encourage pedestrian footfall and allow the activities within the Pannier Market and Butchers Row to spill out into the space creating a destination to stop and dwell rather than just a through route.

1. **Restrict vehicular traffic on Butchers Row between 10:00 & 16:00**

2. **Improve connection of Butchers Row and Pannier Market to the wider Town centre and waterfront (via High Street and Cross Street)**

3. **Improve the public realm on Butchers Row/High Street/Cross Street**

4. **Improve interaction of the street/space with the historic buildings on both sides**

Pannier Market Transformation Phase 1 – Protect and Enhance

Firstly repair, conservation and protection of the historic fabric ensuring that these important buildings are safe guarded for current and future generations. Secondly work to allow the buildings to fulfil their current functions more effectively and provide greater opportunity for additional functions. This work will include reorganisation of some facilities such as toilets and office space plus some sensitive modifications or interventions to improve the appearance, internal environment and operation of the Pannier Market.

1. Repair and refurbish the Guildhall
2. Repair and refurbish the Pannier Market
3. New and accessible toilet and changing facilities
4. Improved physical and visual interaction with Butchers Row with glazed archways onto Butchers Row
5. Flexible screens/partitions each side of the Market Street access to create two independent spaces
6. Environmental Controls
7. Installation of Photovoltaic Array

Pannier Market Transformation Phase 2 – Establishing a New Creative Community

Having established improved function and sense of place, the Phase 2 proposals will continue to develop the Pannier Market as a cultural and commercial destination. To achieve this, the proposals include the creation of a new public space on the former abattoir with connectivity through the market hall to Butchers Row. Around this will be established a new creative arts & crafts community with studios and show rooms inhabiting converted buildings and the former Corn Exchange space within the Pannier Market building.

1. New courtyard space on the former abattoir site
2. New pedestrian arcade through one bay of the former Corn Exchange to access the new courtyard
3. New artist studios within converted abattoir building
4. New purpose-built artist studios onto new courtyard
5. Former Corn Exchange converted to new studios
6. Existing arches of former Corn Exchange fully glazed onto market hall
7. Revamped 'Arts Café' as central hub for artists and visitors alike

Pannier Market Transformation Phase 3 – Realising the Full Potential (Further interventions)

Phases 1 and 2 will transform the Pannier Market, protecting and enhancing the historic fabric, improving the way it functions as a market hall and event space and re-establishing it as a cultural destination for the local community and visitors. The final Phase of proposals simply build on this transformation, adding additional semi permanent market/retail/artists pods, maximising the potential commercial gain, and increasing the space, density and visibility of the new creative community.

1. Additional interventions - Semi-permanent market/retail pods within the market hall
2. Additional interventions – Artist studio/show room pods within the market hall

This phase is subject to the findings of the specialist market operator study.

6.2 Next Steps

Following completion of this study, there will be a clear set of next steps which will form the first part of a delivery strategy,

Once work on this first stage of the delivery is underway the next stages or phases of the full delivery strategy can be discussed and agreed that will enable this exciting project to come to fruition.

1. Feedback from project team at NDC and other key stake holders (including the Queens Theatre operator) – collate and discuss feedback from stakeholders to inform the brief for the next stage of the work
2. Initial consultation with NDC Conservation team and Historic England (HE) – input from the conservation teams and HE on the initial proposals set out in this study will be important to shape the brief for the next stage of design
3. Further archaeological and heritage investigation if required – Following discussions with HE it may be necessary to review and undertake further heritage studies to inform the design
4. Further commercial/market studies and preparation of a business model/plan for the Pannier Market – It will be important to discuss options for operation of the market with a market operations specialist to establish the operational model that can feed into a business model/plan
5. Design proposals – prepare RIBA Stage 2 Concept/ scheme designs sufficient to enable pre-application discussions with NDC, initial cost plan and public consultation

6. Further Consultation with NDC & HE – Review the emerging design with NDC conservation team and HE
7. Public consultation – Hold Public consultation events as required, potential for creation of a ‘Cultural Quarter’ website for updates and feedback as well as early marketing to visitors and vendors
8. Preparation of a full RIBA Stage 3 developed design, completion of the planning stage cost plan, along with all the required technical inputs for submission of planning and listed building applications



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