

# Overview and Scrutiny Task Group - Town Centre Vitality

Agenda and Reports  
for consideration on

## Thursday, 20th August 2009

in Committee Room No. 1, Town Hall, Chorley

At 6.30 pm or on the rising of the Local Development  
Framework Working Group, whichever is the later



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14 August 2009

Dear Councillor

**OVERVIEW AND SCRUTINY TASK GROUP - TOWN CENTRE VITALITY - THURSDAY, 20TH AUGUST 2009**

You are invited to attend a meeting of the Overview and Scrutiny Task Group - Town Centre Vitality to be held in Committee Room No 1, Town Hall, Chorley on Thursday, 20th August 2009 commencing at 6.30 pm, or on the rising of the Local Development Framework Working Group, whichever is the later.

**AGENDA**

1. **Apologies for absence**
2. **Declarations of Any Interests**

Members are reminded of their responsibility to declare any personal interest in respect of matters contained in this agenda. If the interest arises **only** as result of your membership of another public body or one to which you have been appointed by the Council then you only need to declare it if you intend to speak.

If the personal interest is a prejudicial interest, you must withdraw from the meeting. Normally you should leave the room before the business starts to be discussed. You do, however, have the same right to speak as a member of the public and may remain in the room to enable you to exercise that right and then leave immediately. In either case you must not seek to improperly influence a decision on the matter.

3. **Minutes of last meeting (Pages 1 - 4)**

To confirm as a correct record the minutes of the meeting of the Town Centre Overview and Scrutiny Task Group held on 6 August 2009 (Minutes enclosed).

4. **Scoping of the Review (Pages 5 - 6)**

A further blank copy of the scoping document is attached. The document will be completed at the meeting to take account of the Group's acceptance of the recommended terms of reference, aims and objectives, desired outcomes, documentary evidence, identification of witnesses, etc, as outlined in the minutes of the initial meeting of the Group and Members' discussions on the remaining agenda items.

5. **Documentary evidence (Pages 7 - 28)**

A copy of the final report of the Overview and Scrutiny Inquiry into Chorley Markets published in September 2004 is attached.

The other relevant reports, strategies and documents identified by Members at the last meeting will be provided to the Task Group in sufficient time before the relevant documents are due to be assessed by the Group within the agreed timetable.

6. **Way Forward: Priority Areas (Pages 29 - 44)**

A schedule of the categorised projects and initiatives contained within the Town Centre Audit and Urban Design Strategy is enclosed.

The Task Group will be requested to identify the selected projects/initiatives that the Group wishes to focus on and examine in more depth, with a view to consideration of ways in which the Group can assess their relative effectiveness or help to influence their implementation.

The implementation schedule includes a note of the expected level of costings associated with the projects.

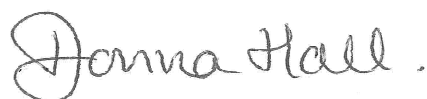
7. **Visits to other town centres**

Members' instructions will be sought on comparable towns that the Task Group wishes to visit during the course of the inquiry to learn from their respective management policies and practices.

8. **Calendar of Future Meetings**

The Task Group will be requested to agree a calendar of future meeting dates in accordance with the expected programme for the conduct of the review.

Yours sincerely



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Chief Executive

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Democratic and Member Services Officer  
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**Distribution**

1. Agenda and reports to all Members of the Overview and Scrutiny Task Group - Town Centre Vitality (Councillor Peter Wilson (Chair), and Councillors Alistair Bradley, Anthony Gee, Marie Gray, Pat Haughton, Harold Heaton, June Molyneaux, Iris Smith and Stella Walsh) for attendance.

2. Agenda and reports to Jane Meek (Corporate Director (Business)), Ishbel Murray (Corporate Director (Neighbourhoods)), Cath Burns (Head of Economic Development), Peter McAnespie (Planning Policy and Urban Renewal Team Leader), Conrad Heald (Town Centre Manager) and Tony Uren (Democratic and Member Services Officer) for attendance.

**This information can be made available to you in larger print or on audio tape, or translated into your own language. Please telephone 01257 515118 to access this service.**

આ માહિતીનો અનુવાદ આપની પોતાની ભાષામાં કરી શકાય છે. આ સેવા સરળતાથી મેળવવા માટે કૃપા કરી, આ નંબર પર ફોન કરો: 01257 515822

ان معلومات کا ترجمہ آپکی اپنی زبان میں بھی کیا جاسکتا ہے۔ یہ خدمت استعمال کرنے کیلئے براہ مہربانی اس نمبر پر ٹیلیفون

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## Overview and Scrutiny Task Group - Town Centre Vitality

**Thursday, 6 August 2009**

**Present:** Councillor Peter Wilson (Chair) and Councillors Alistair Bradley, Anthony Gee, Pat Haughton, June Molyneaux and Stella Walsh.

**Also in attendance:** Councillors Peter Malpas (Executive Member (Business)), Cath Burns (Head of Economic Development), Peter McAnespie (Planning Policy and Urban Design Team Leader), Conrad Heald (Town Centre and Markets Manager) and Tony Uren (Democratic and Member Services Officer).

### **07.CCS.01 APOLOGIES FOR ABSENCE**

An apology for absence was submitted on behalf of Councillor Marie Gray.

### **07.CCS.02 DECLARATIONS OF ANY INTERESTS**

There were no declarations of interest by any of the members of the Task Group in any of the meeting's agenda items.

### **07.CCS.03 TOWN CENTRE AUDIT AND URBAN DESIGN STRATEGY**

The Planning Policy and Urban Design Team Leader made a short presentation on the key elements of the Town Centre Audit and Urban Design Strategy which had been endorsed by the Executive Cabinet as a guide to future town centre interventions in November 2008.

The Urban Design Strategy had emerged from the outcome of a town centre audit undertaken by Consultants in the winter/spring of 2007/08 through a series of surveys, workshops and consultation events to identify the strengths and weaknesses of the town centre.

The strategy identified the following 10 broad objectives to improve the town centre and attract new investment into the town.

#### Two Broad Aspirations:

- Make Chorley THE contemporary market town for the North West.
- Make Chorley the vibrant heart of the Borough.

#### Four Town Wide Initiatives:

- Make a diverse and sustainable town centre: promote mixed-use development.
- Revitalise Chorley's Built Heritage.
- Reveal the Town Centre: Signage/Links/Gateways.
- Chorley: a walkable town centre.

#### Four Specific Projects

- Market Street: A Thriving Street Again.
- Chorley Markets: A New Setting.
- Chorley Boulevard: Ring Road Landscape.
- Make a Civic Quarter for Chorley.

The strategy document also detailed a range of related projects and initiatives, including a number of initiatives already underway, to realise the ten objectives over a five year implementation timetable. Indicative costings were also shown against a number of the projects.

Copies of the Town Centre Audit and Urban Design Strategy were circulated at the meeting and the Task Group **AGREED** that the Strategy document would be a useful reference point and tool by which to take the review forward.

#### **07.CCS.04 SCOPING OF THE REVIEW**

##### **(a) Terms of Reference**

The Task Group agreed the following terms of reference to be applied to the Overview and Scrutiny review of the town centre:

1. To investigate, consider and evaluate issues and factors relevant to the review of the vitality and viability of Chorley town centre.
2. To make recommendations where appropriate.

##### **(b) Key aims and objectives**

The Task Group was requested to identify the principal aims and objectives of the inquiry.

The Members considered suggestions that the inquiry should focus on a number of selected themes and characteristics of the town centre, with the future meetings concentrating on the various aspects and issues to be considered under each theme.

Following a comprehensive and useful discussion, the Task Group **AGREED** that the Town Centre overview and scrutiny inquiry be focused on the following principal themes, taking account of the relevant identified issues and other material considerations that may be raised by Members:

##### Environment and Parking Issues

How the review can help to create an environment that will influence the vitality and viability of the town centre.

Factors such as vacant retail and office space; pedestrian flows; highways and accessibility issues; street furniture; environmental improvement works; ways of encouraging greater use of town centre premises for residential purposes; management of pedestrianised areas to preclude unauthorised use by vehicles and bicycles; whether parking policies are an incentive or disincentive to visitors, would inform the Group's discussions.

##### Markets Issues

Relevant factors to be assessed should include the impact of any outcomes of past scrutiny inquiries; the impact of the recent Covered Market refurbishments; ways of enhancing the vitality of the Flat Iron Market; the effectiveness of Themed Markets.

##### Marketing/Promotion of Town Centre



Factors including the effectiveness of current marketing strategies; plans for future events and initiatives; and suggestions for alternative marketing policies could be considered.

**(c) Vision for the future**

The vision for the town centre was contained in the Town Centre Audit and Urban Design Strategy.

**(d) Scoping Document**

A blank copy of the scoping document had been supplied to the Task Group. The document would need to be completed at the next meeting to take account of Members' discussions and agreement on the progress of the inquiry.

#### **07.CCS.05 RELEVANT DOCUMENTS**

The Task Group identified the following documents that would need to be presented to and considered by the Task Group during the course of its review:

- Chorley Town Centre Strategy;
- Town Centre Audit and Urban Design Strategy;
- Town Centre Health Checks;
- Consultants' reports on town centre businesses;
- Pedestrian flow counts, etc;
- Final reports of recent scrutiny inquiries into the Chorley Markets and Parkwise.

#### **07.CCS.06 WITNESSES**

The Task Group **AGREED** to interview and/or consult the following Members, Officers, individuals and organisations during the course of the review:

- Executive Member (Business)
- Head of Communications, Marketing and Tourism;
- Service Manager (Streetscene Services);
- Selected representatives of town centre retailers, businesses and market traders;
- Disability Forum Co-ordinator;
- Equality Forum.

#### **07.CCS.07 VISITS TO OTHER TOWN CENTRES**

The Task Group accepted the benefits to be gained from visiting other comparable towns to view at first hand and discuss with Town Centre Managers and retailers how the centres are managed, together with the impact of any new initiatives, with a view to how Chorley Council can learn from best practice elsewhere.

The Members **AGREED** to identify the town centres they wish to visit during the course of the inquiry at the next meeting of the Task Group.

#### **07.CCS.08 WAY FORWARD FOR THE TASK GROUP**

The Members discussed the way in which the Town Centre inquiry should be pursued and taken forward.

The Task Group accepted that the 10 objectives of the Town Centre Audit and Urban Design Strategy and related projects would form a logical focus for the review within the context of the three identified themes. The Members suggested that the Task Group could identify and focus its deliberations around selected priority projects from the Strategy, considering in particular any progress that had so far been made, the affordability and feasibility of the projects, with the ultimate aim of making recommendations on the viability of the projects and any suggested means by which the implementation or achievement of the projects could be influenced.

The Task Group requested the officers to provide the Members with updated copies of the list of Town Centre Audit and Urban Design Strategy projects, categorised into the respective themed areas, with an indication of the expected low, medium or high level costing of each project.

This would enable the Task Group to determine the specific projects on which it wished to concentrate its discussions.

#### **07.CCS.09 FUTURE MEETING DATES**

The Task Group **AGREED** to meet next on Thursday, 20 August 2009 at 6.30pm.

The Group hoped to agree an inquiry programme and calendar of future meeting dates at that meeting.

Chair

## Scrutiny Inquiry Project Outline Template

### OVERVIEW AND SCRUTINY INQUIRY PROJECT OUTLINE

**Review Topic:**

**Objectives:**

**Desired Outcomes:**

**Terms of Reference:**

**Equality and diversity implications:**

**Risks:**

**Venue(s):**

**Timescale:**

**Start:**

**Finish:**

**Information Requirements and Sources:**

**Documents/evidence:** (what/why?)

**Witnesses:** (who, why?)

**Consultation/Research:** (what, why, who?)

**Site Visits:** (where, why, when?)

**Officer Support:**

**Lead Officer:**

**Democratic &  
Member Services Officer:**

**Likely Budget Requirements:**

**Purpose**

**£**

**Total**

\_\_\_\_\_

**Target Body<sup>1</sup> for Findings/Recommendations**

(Eg Executive Cabinet, Council, partner)

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<sup>1</sup> All project outcomes require the approval of Overview and Scrutiny Committee before progressing





# **Final Report of the Customer Overview and Scrutiny Panel into Chorley Markets**



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**1. PREFACE**

The Customer Overview and Scrutiny Panel, via the Overview and Scrutiny Committee requested this Scrutiny Review, to look into reasons why our Markets were not performing as well as they should. Reductions in stall take up and income to the Council had been identified.

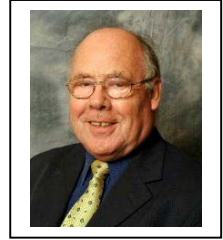
Our aim was to investigate methods to increase the take up and quality of the market stalls in Chorley to the benefit of the traders, the Customers and the Council.

Our visits to Bury and Ormskirk Markets were very worthwhile part of this Inquiry and the Panel and Officers learned good practice that will assist the Council in the future. The Panel appreciate the time and courtesy extended to us by the Market representatives.

On behalf of the Council I would like to thank everyone who contributed to this Inquiry and hope it will prove a way forward to give the customers and the traders of Chorley a more attractive and vibrant market.

The recommendations of this Inquiry will be forwarded to the Overview and Scrutiny Committee and the Executive Cabinet. The Customer Overview and Scrutiny Panel looks forward to seeing some positive outcomes from this Inquiry.

Councillor S M Walsh  
Chair of Customer Overview and Scrutiny Panel

**2. EXECUTIVE MEMBER COMMENTS**

Unfortunately, due to holidays, I was unable to attend the final meeting of the Customer Overview and Scrutiny Panel (Markets Inquiry).

I would, however, like to pay tribute to the Chair and Members of the Panel for their hard work and commitment to this Inquiry.

The markets are vital to our local economy so I feel that the Panel's endeavours will certainly enhance the local economy.

I will give this report the same endeavour and commitment that the Panel gave in producing it.

Councillor A Gee, Executive Member of Chorley Town Centre and Risk Management.



### 3. EXECUTIVE SUMMARY/LIST OF RECOMMENDATIONS

The Customer Overview and Scrutiny Panel undertook this Scrutiny Inquiry into Chorley markets to investigate methods to increase the take up and quality of market stalls in Chorley and to make proposals to increase the numbers of customers of Chorley markets.

The Panel utilised documents, evidence and questioned several witnesses. The Panel undertook consultation and research, including a survey of customers and non-customers of the markets and market traders. Two site visits were also undertaken, to Bury and Ormskirk market, which were noted as a flourishing market.

The evidence gathered was considered in relation to the Inquiry objectives and desired outcomes and the Panel have made several recommendations. The members of the Panel found that there had been a decline in markets in general. Chorley market had seen a fall off in stall take up, but that Chorley markets were successful in the main.

#### FINANCIAL

- R1 To reduce the rents for the stalls on both markets to ensure that Chorley markets are competitive and attract new traders.
- R2 To implement new rent payment methods eg the Direct Debit system and on-line payments, including a discount for traders paying three months in advance.
- R3 To roof over the central aisle of the covered market for protection for traders and goods from the elements.
- R4 To have more lock-up stalls on the covered market.
- R5 To buy or rent new stalls for a trial on Market Street/Fazakerley Street.
- R6 To explore partnership and alternative arrangements for the management of the markets, with a view to bringing in additional investment and other commercial benefits.
- R11 To change tenure options to offer leases as well as licenses.
- R12 To improve the lighting facilities, provided by the Council, on both markets.
- R18 To install flag poles either side of the covered market entrance.
- R26 To install brown signs in Chorley to highlight the markets, on the main approaches into Chorley, the M61 motorway and at the district boundaries.
- R27 To improve the signs for the car parks in Chorley.

\* To consider Flat Iron traders erecting their own stalls.

#### ADVERTISING/MARKETING

- R7 To e-enable stall holders to apply for stalls.
- R10 To encourage Flat Iron traders to have similar colourful protective covers for visual enhancement.
- R13 To concentrate advertisement on the Tuesday market as the busiest day on the markets.
- R14 To increase advertising for traders for the markets, directly targeting under represented trades eg pottery, by utilising trade magazines and the Internet.
- R15 To develop the website page regarding the markets, to include advertisements and information about market stalls.
- R16 To implement an advertising strategy for the markets, eg using Chorley cakes.
- R17 To advertise via different methods, eg radio, local papers and the Internet.
- R19 To offer sponsorship opportunities, eg planted flowerbeds under the district boundary signs.
- R23 To provide information, for customers, regarding product ranges and stall location, e.g. flyers.
- R24 To advertise Chorley market particularly for customers who live out of the area, e.g. the Internet, magazines, specific radio advertising, local paper and flyers etc.
- R25 To approach the management of Chorley Interchange regarding coaches parking at the Interchange as part of a future exercise to increase the number of coach operators running trips to Chorley.

**MARKET DAYS**

- R8 To have a trial of stalls on Fazakerley Street and to alter the layout of the Flat Iron Market to reduce fragmentation and make it more attractive. In the long-term to relocate the Flat Iron market to Fazakerley Street and the pedestrian area of Market Street, subject to consultation with groups such as the Chamber of Trade as to the time Market Street would remain open for vehicular access.
- R9 To have occasional specialist markets once a month on a weekend, lasting 1 to 3 days depending on what kind of market.
- R20 To increase the range and variety of stalls on Chorley markets in line with customer recommendations. To facilitate this offer incentives, e.g. a free stall for a month for traders with a new line.
- R22 To retain the covered market on a Thursday, but not to add any further trading days.
- \* To consider alternative days rather than Tuesday for the Flat Iron market eg making Saturday the main focus for promotions
- \* **Recommendations put forward by the Overview and Scrutiny Committee.**

#### **4. INTRODUCTION**

##### **1. Background**

The Overview and Scrutiny Committee referred an Inquiry entitled “Chorley Markets” to the Customer Overview and Scrutiny Panel. The subject of the Inquiry had come to the attention of the Overview and Scrutiny Committee via a request from the Customer Overview and Scrutiny Panel. Reductions in stall take up and income to the Council had been identified as part of the performance-monitoring role of Overview and Scrutiny.

For information about Overview and Scrutiny at Chorley Borough Council please see our web site: [www.chorley.gov.uk/scrutiny](http://www.chorley.gov.uk/scrutiny). The Inquiry followed the methodology set out in the Chorley Borough Council Overview and Scrutiny Toolkit.

##### **2. Aims/Objectives**

The Panel's key aims and objectives were:

1. To investigate methods to increase the take up and quality of market stalls in Chorley.
2. To make proposals to increase the numbers of customers of Chorley markets.

##### **3. Terms of Reference**

The terms of reference for the Inquiry were:

1. To conduct a scrutiny investigation into Chorley markets.
2. To report on the investigation's findings and make recommendations to the Overview and Scrutiny Committee consistent with the investigation's objectives and its desired outcomes.

The Panel completed the Overview and Scrutiny Inquiry Project Outline, (please see Appendix A)

## 5. METHOD OF INVESTIGATION

### 1. Information Requirements and Sources

Following the Inquiry methodology the Panel identified information they wished to consider. This included consideration of documents and evidence, the interview of witnesses, the commission of consultation and research and undertaking of site visits.

The Panel developed a Scrutiny Investigation Outline Project Plan to map the Inquiry detail, (please see Appendix B).

#### Documents/Evidence

The Panel considered a report outlining details regarding Chorley markets, comparisons with other local markets and a shopper and car parking survey from January 2003. A cost comparison with other markets and Best Value Improvement Plans for markets that had received a rating of “excellent prospects for improvement” were received. The Panel considered investigations into other investment opportunities through partnership with private sector organisations and through a low cost roofing solution for the covered market.

The full Scrutiny Inquiry Information Checklist can be viewed at Appendix C

#### Witnesses

The Panel interviewed the Executive Member for Chorley Town Centre and Risk Management and the Markets Manager. The Panel also interviewed the Secretary of Chorley and District Chamber of Trade, Mrs Hampson and the Chairman of the Hackney Carriage Owners Association, Mr McKenna.

The full Scrutiny Inquiry Witness Checklist can be viewed at Appendix D

#### Consultation/Research

The Panel commissioned a survey, from Beacon Research, to consult market traders, customers, non-customers and Chorley Borough Councillors regarding the markets. The Panel met with the Markets Liaison Group and considered articles in the local press outlining the views of the public. Full details of the consultation and research can be found within the reports and minutes of the meetings of the Panel. To access these please see our web site: [www.chorley.gov.uk/scrutiny](http://www.chorley.gov.uk/scrutiny).

#### Site Visits

The Panel undertook site visits to Bury and Ormskirk markets as examples of local markets that were considered to be flourishing and perhaps could offer ideas for the improvement of Chorley's markets.

#### Further Information

For more detailed information please see the agendas, reports and minutes of the meetings of the Customer Overview and Scrutiny Panel on our web site: [www.chorley.gov.uk/scrutiny](http://www.chorley.gov.uk/scrutiny).

## 6. FINDINGS

Objective/key issue	Evidence (brief commentary)	Findings (in brief)	Recommendation
Objective 1. To investigate methods to increase the take up and quality of market stalls in Chorley.			
<b>Financial (Revenue)</b>			
	Report of Head of Property Services comparing costs from various local markets (see appendix E). Consultation with Markets Liaison Group (see appendix F). Report of Markets Sub-Group 17/9/03 (see appendix G). Report of Head of Property Services on Chorley Markets (see appendix H).	Chorley Flat Iron market was considered to be more expensive than comparable markets. The fact that Chorley's cost included VAT was noted. Rents were raised as an issue by traders during the site visits to Bury and Ormskirk.	R1. To reduce the rents for the stalls on both markets to ensure that Chorley markets are competitive and attract new traders.
	Site Visit to Ormskirk market (see appendix I and minute 04.CUS.30). Report of Markets Sub-Group 17/9/03 (see appendix G).	The use of the Direct Debit system for payments at Ormskirk worked well. The use of an incentive (discount) could encourage traders to become permanent. This would promote stability.	R2. To implement new rent payment methods e.g. the Direct Debit system and on line payments, including a discount for traders paying three months in advance.
<b>Investment (Capital)</b>			
	Report of Markets Sub-Group 17/9/03 (see appendix G). Site visit to Bury market (see appendix J and minute 04.CUS.30). Final report into Chorley markets by Beacon Research (see appendix K).	A range of different roof types added since the development of the markets gives protection for traders and customers alike. This was identified as an issue for customers and could apply to the central aisle of the covered market at Chorley.	R3. To roof over the central aisle of the covered market for protection for traders and goods from the elements.

	Report of Markets Sub-Group 17/9/03 (see appendix G). Site Visit to Bury market (see appendix J and minute 04.CUS.30).	At Bury market a range of types of lock up units offer greater flexibility and cater for the needs of the modern trader compared with the traditional table top stalls.	R4. To have more lock up stalls on the covered market.
	Site Visit to Ormskirk market (see appendix I and minute 04.CUS.30). Final report on Chorley markets survey by Beacon Research (see appendix K). Press cuttings (see appendix L).	There is a customer wish for the Flat Iron market to be relocated to Market Street/Fazakerly Street. The current Flat Iron stalls would not be suitable for this purpose as they are too large and heavy. A lightweight solution is required.	R5. To buy or rent new stalls for a trial on Market Street/Fazakerly Street.
<b>Management</b>			
	Report of Policy and Performance Officer into Inspection Improvement Plans (see appendix M).	There is evidence of markets e.g. Liverpool, where the Council have retained a strategic control, but a partner invests and/or manages the markets on a day to day basis. The markets need investment and commercial input to act on the recommendations of this report.	R6. To explore partnership and alternative arrangements for the management of the Markets, with a view to bringing in additional investment and other commercial benefits.
	Site Visit to Bury market (see appendix J and minute 04.CUS.30).	The ability to apply for a stall on line would be more convenient for some traders.	R7. To e-enable stall holders to apply for stalls.
	Report on recent press articles (see appendix N). Interview of Mrs. Hampson and Mr. McKenna (see appendix O and minute 04.CUS.32). Report of Markets Sub-Group 17/9/03 (see appendix G). Site Visit to Bury and Ormskirk market (see appendix I and J and minute 04.CUS.30).	There had been support for the trial of stalls on Fazakerly Street from members of the public and customers of the market, but there had been resistance from the market traders. A more attractive market, with less vacant stalls, and freeing up car parking spaces would attract more customers.	R8. To have a trial of stalls on Fazakerly Street and to alter the layout of the Flat Iron market to reduce fragmentation and make it more attractive. In the long term to relocate the Flat Iron market to Fazakerly Street and the pedestrian area of Market Street, subject to consultation with groups such as the Chamber of Trade as to the time Market Street would remain open for vehicular access.

	Final report on Chorley markets survey by Beacon Research (see appendix K). Press cuttings (see appendix L).	Customers would support occasional specialist markets. It was found that specialist markets attracted customers to the town centre.	R9. To have occasional specialist markets once a month on a weekend, depending on what kind of market 1 to 3 days.
	Site Visit to Ormskirk market (see appendix I and minute 04.CUS.30).	Stall covering and layout of stalls added to the vitality and viability of the market.	R10. To encourage flat iron traders to have similar colourful protective covers for visual enhancement.
	Site Visit to Bury market (see appendix J and minute 04.CUS.30). Report of Markets Sub-Group 17/9/03 (see appendix G).	A mix of licenses and leases cater for different types of market traders.	R11. To change tenure options to offer leases as well as licenses.
	Consultation with Markets Liaison Group (see appendix F). Report of Markets Sub-Group 17/9/03 (see appendix G).	Lighting levels should be improved to enhance the appearance of both markets.	R12. To improve the lighting facilities, provided by the Council, on both markets.
Advertising/ promotions			
	Site Visit to Bury and Ormskirk market (see appendix I and J and minute 04.CUS.30).	To advertise the busiest day would mean that customers from out of the area would visit on the busiest day.	R13. To concentrate advertisement on the Tuesday market as the busiest day on the markets.
	Site Visit to Bury and Ormskirk market (see appendix I and J and minute 04.CUS.30). Advertisements in traders magazines (see appendix P). Report of Head of Property Services on Chorley Markets (see appendix H). Final report into Chorley markets by Beacon Research (see appendix K).	There is a need for more traders and a greater range of products to be more appealing to customers. There is a lack of new traders to replace those who retire.	R14. To increase advertising for traders for the Markets, directly targeting under represented trades, e.g. pottery, by utilizing trader magazines and the Internet.

	Site Visit to Bury (see appendix J and minute 04.CUS.30).	The web page www.burymarket.com successfully advertised the market and contained information on all aspects of the market.	R15. To develop the web site page regarding the markets, to include advertisements and information about market stalls.
	Site Visit to Bury and Ormskirk market (see appendix I and J and minute 04.CUS.30).	The use of "World Famous Bury Market" worked well for Bury. This could be adapted for Chorley.	R16. To implement an advertising strategy for the Markets, for example, using Chorley cakes.
	Consultation with Markets Liaison Group (see appendix F). Site Visit to Bury and Ormskirk market (see appendix I and J and minute 04.CUS.30).	Previous use of advertising on the radio and local papers had proven successful in Chorley. The use of the Internet at Bury had also been successful.	R17. To advertise via different methods, for example, radio, local papers, the Internet.
	Members observations.	The entrance of the Covered market should be highlighted.	R18. To install flag poles either side of the Covered market entrance.
	Members observations.	The example of sponsored roundabouts highlighted the idea of flowerbeds under the district boundary signs.	R19. To offer sponsorship opportunities, e.g. planted flowerbeds under the district boundary signs.
Objective 2. To make proposals to increase the numbers of customers of Chorley markets.			
<b>Financial (Revenue)</b>			
	Final report into Chorley markets by Beacon Research (see appendix K). Site Visit to Bury and Ormskirk market (see appendix I and J and minute 04.CUS.30).	Customers want a larger variety of stalls.	R20. To increase the range and variety of stalls on Chorley markets in line with customer recommendations. To facilitate this offer incentives, for example, a free stall for a month for traders with a new line.



<b>Investment (Capital)</b>			
	Report of Markets Sub-Group 17/9/03 (see appendix G). Site visit to Bury market (see appendix J and minute 04.CUS.30). Final report into Chorley markets by Beacon Research (see appendix K).	At Bury a range of different roof types added since the development of the markets gives protection for traders and customers alike. This was identified as an issue for customers and could apply to the central aisle of the covered market at Chorley.	R21. To roof over the central aisle of the covered market for protection for customers from the elements.
<b>Management</b>			
	Final report into Chorley markets by Beacon Research (see appendix K). Press cuttings (see appendix L).	Customers want occasional specialist markets in the Town Centre.	R9. To have occasional specialist markets once a month on a weekend, depending on what kind of market 1 to 3 days.
	Report on recent press articles (see appendix N). Interview of Mrs. Hampson and Mr. McKenna (see appendix O and minute 04.CUS.32). Report of Markets Sub-Group 17/9/03 (see appendix G). Site Visit to Bury and Ormskirk market (see appendix I and J and minute 04.CUS.30).	There had been support for the trial of stalls on Fazakerly Street from members of the public and customers of the market, but there had been resistance from the market traders. A more attractive market, with less vacant stalls, and freeing up car parking spaces would attract more customers.	R8. To have a trial of stalls on Fazakerly Street and to alter the layout of the Flat Iron market to reduce fragmentation and make it more attractive. In the long term to relocate the Flat Iron market to Fazakerly Street and the pedestrian area of Market Street, subject to consultation with groups such as the Chamber of Trade as to the time Market Street would remain open for vehicular access.

	Consultation with Markets Liaison Group (see appendix F). Interview of Mrs. Hampson and Mr. McKenna (see appendix O and minute 04.CUS.32). Site Visit to Bury and Ormskirk market (see appendix I and J and minute 04.CUS.30).	Market days bring in more customers which benefits the town, but there is resistance from market traders to increase the number of days that the market is open.	R22. To retain the market on a Thursday, but not to add any further trading days.
	Site Visit to Ormskirk market (see appendix I and minute 04.CUS.30).	Stall coverings and layout of stalls added to the vitality and viability of the market.	R10. To encourage flat iron traders to have similar colourful protective covers for visual enhancement.
	Consultation with Markets Liaison Group (see appendix F). Report of Markets Sub-Group 17/9/03 (see appendix G).	Lighting levels should be improved to enhance the appearance of both markets.	R12. To improve the lighting facilities, provided by the Council, on both markets.
Advertising/ promotions			
	Report of Markets Sub-Group 17/9/03 (see appendix G). Site Visit to Bury and Ormskirk market (see appendix I and J and minute 04.CUS.30). Report on recent press articles (see appendix N).	The provision of information to customers as to what is available on the market would help and encourage customers to shop on the market.	R23. To provide information, for customers, regarding product ranges and stall location, e.g. flyers.
	Report of Markets Sub-Group 17/9/03 (see appendix G). Site visits to Ormskirk and Bury markets (see appendix I and J and minute 04.CUS.30). Report of Head of Property Services on Chorley Markets (see appendix H). Consultation with Markets Liaison Group (see appendix F).	Advertising would raise customer's awareness of the market and encourage them to shop on it.	R24. To advertise Chorley market particularly for customers who live out of the area, e.g. Internet, magazines, specific radio advertising, local paper, flyers etc.

	Site visits to Ormskirk and Bury markets (see appendix I and J and minute 04.CUS.30). Consultation with coach operators (see appendix Q).	Coach operators would be encouraged to run trips to Chorley market if there was accessible parking and driver refreshments.	R25. To approach the management of Chorley Interchange regarding coaches parking at the Interchange as apart of a future exercise to increase the number of coach operators running trips to Chorley.
	Site Visit to Bury (see appendix J and minute 04.CUS.30).	The web page <a href="http://www.burymarket.com">www.burymarket.com</a> successfully advertised the market and contained information on all aspects of the market.	R15. To develop the web site page regarding the markets, to include advertisements and information about market stalls.
	Site visits to Ormskirk and Bury markets (see appendix I and J and minute 04.CUS.30). Report regarding Best Value Improvement Plans (see appendix M).	Brown signs would raise awareness of the markets, help customers to find the market and encourage them to shop there.	R26. To install brown signs in Chorley to highlight the Market, on the main approaches into Chorley and the M61 motorway, and at the district boundaries.
	Consultation with Markets Liaison Group (see appendix F). Interview of Mrs. Hampson and Mr. McKenna (see appendix O and minute 04.CUS.32). Report on recent press articles (see appendix N).	Car park signs are not currently clear in directing customers to available car parking spaces.	R27. To improve the signs for the car parks in Chorley
	Members observations.	The entrance of the Covered market should be highlighted.	R18.To install flag poles either side of the market entrance.

## 7. CONCLUSION

Chorley, along with many other towns has have seen a decline in its markets in recent years. Some markets have suffered to a greater extent, whilst other markets have flourished and the latter provide examples of areas for improvement which are reflected in the Panel's recommendations.

There have been lessons learnt for the Scrutiny process that will be taken forward for future Inquiries, e.g. that time scales for the completion of Inquiries should be realistic as Inquiries can prove to be a larger task than anticipated.

## 8. RECOMMENDATIONS

### FINANCIAL

- R1 To reduce the rents for the stalls on both markets to ensure that Chorley markets are competitive and attract new traders.
- R2 To implement new rent payment methods eg the Direct Debit system and on-line payments, including a discount for traders paying three months in advance.
- R3 To roof over the central aisle of the covered market for protection for traders and goods from the elements.
- R4 To have more lock-up stalls on the covered market.
- R5 To buy or rent new stalls for a trial on Market Street/Fazakerley Street.
- R6 To explore partnership and alternative arrangements for the management of the markets, with a view to bringing in additional investment and other commercial benefits.
- R11 To change tenure options to offer leases as well as licenses.
- R12 To improve the lighting facilities, provided by the Council, on both markets.
- R18 To install flag poles either side of the covered market entrance.
- R26 To install brown signs in Chorley to highlight the markets, on the main approaches into Chorley, the M61 motorway and at the district boundaries.
- R27 To improve the signs for the car parks in Chorley.
- \* To consider Flat Iron traders erecting their own stalls.

### ADVERTISING/MARKETING

- R7 To e-enable stall holders to apply for stalls.
- R10 To encourage Flat Iron traders to have similar colourful protective covers for visual enhancement.
- R13 To concentrate advertisement on the Tuesday market as the busiest day on the markets.
- R14 To increase advertising for traders for the markets, directly targeting under represented trades eg pottery, by utilising trade magazines and the Internet.
- R15 To develop the website page regarding the markets, to include advertisements and information about market stalls.
- R16 To implement an advertising strategy for the markets, eg using Chorley cakes.
- R17 To advertise via different methods, eg radio, local papers and the Internet.
- R19 To offer sponsorship opportunities, eg planted flowerbeds under the district boundary signs.
- R23 To provide information, for customers, regarding product ranges and stall location, e.g. flyers.
- R24 To advertise Chorley market particularly for customers who live out of the area, e.g. the Internet, magazines, specific radio advertising, local paper and flyers etc.
- R25 To approach the management of Chorley Interchange regarding coaches parking at the Interchange as part of a future exercise to increase the number of coach operators running trips to Chorley.

**MARKET DAYS**

- R8 To have a trial of stalls on Fazakerley Street and to alter the layout of the Flat Iron Market to reduce fragmentation and make it more attractive. In the long-term to relocate the Flat Iron market to Fazakerley Street and the pedestrian area of Market Street, subject to consultation with groups such as the Chamber of Trade as to the time Market Street would remain open for vehicular access.
- R9 To have occasional specialist markets once a month on a weekend, lasting 1 to 3 days depending on what kind of market.
- R20 To increase the range and variety of stalls on Chorley markets in line with customer recommendations. To facilitate this offer incentives, e.g. a free stall for a month for traders with a new line.
- R22 To retain the covered market on a Thursday, but not to add any further trading days.
- \* To consider alternative days rather than Tuesday for the Flat Iron market eg making Saturday the main focus for promotions
- \* **Recommendations put forward by the Overview and Scrutiny Committee.**

**9. APPENDICES****1. Acknowledgements**

Councillor Mrs Walsh (Chair),

Councillors N Baxter, P Buckley, Mrs D Dickinson, T Gray, R Lees, P Malpas, G Russell, E Smith and A Whittaker.

Group Director	Mr P Morris
Lead Officer	Mr R Handscombe
Corporate Policy Officer	Ms J Rowlands
Assistant Democratic Services Officer	Miss R Hawes

Customers and Non-Customers who participated in the Beacon Research survey,

Chorley Market Traders

Markets Liaison Group

Chorley Borough Councillors

Beacon Research

Chorley Libraries

Chorley Markets Manager

Bury Markets Manager

Ormskirk Markets Manager

Secretary of Chorley and District Chamber  
of Trade

Chair of Hackney Carriage Owners Association

Coach operators in the local area

Executive Member for Chorley Town Centre  
and Risk Management

Mr W Andrews

Mr J Ayres

Mr A Crowe

Mrs J Hampson

Mr J McKenna

Councillor A Gee

**2. Background papers**

## Appendices

Appendix A	Overview and Scrutiny Inquiry Project Outline
Appendix B	Scrutiny Investigation Outline Project Plan
Appendix C	Scrutiny Inquiry Information Checklist
Appendix D	Scrutiny Inquiry Witness Checklist
Appendix E	Report of Head of Property Services comparing costs from various local markets
Appendix F	Consultation with Markets Liaison Group
Appendix G	Report of Markets Sub-Group
Appendix H	Report of Head of Property Services on Chorley markets
Appendix I	Site visit to Ormskirk market – questionnaire
Appendix J	Site visit to Bury market – questionnaire
Appendix K	Final report into Chorley markets survey by Beacon Research
Appendix L	Press Cuttings
Appendix M	Report of Policy and Performance Officer into Inspection Improvement Plans
Appendix N	Report on recent press articles
Appendix O	Interview of Mrs Hampson and Mr McKenna
Appendix P	Advertisements in traders magazines
Appendix Q	Consultation with Coach Operators



**3. Lessons learnt**

The Inquiry proved to be a larger task than anticipated. The time scales for the completion of Inquiries should be realistic.

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Key Objective	1.Make Chorley THE Contemporary Market Town	Year 1	Year 2	Year 3	Year 4	Year 5+	resource	budget
Key Action	Adopt clear objective to make Chorley the North-West's number one Market Town							
Project 1	Continue to market the Market Town Graphic Identity : further develop brand for Chorley Markets, to support marketing						<b>ALREADY UNDERWAY</b> Economic Development Communications	<b>LOW</b> Mainstream Sponsorship
Project 2	Prepare Market Town Design Guide to coordinate approach to shopfront design / graphic style / colour / street materials etc						Policy and Design	<b>LOW</b> Mainstream
Project 3	Learn from Elsewhere: Develop links with similar market towns eg Ludlow, Cromer, Hexham						<b>ALREADY UNDERWAY</b> Policy and Design Economic development	<b>LOW</b> Mainstream
Project 4	Improve the Cultural Offer: continue to develop and implement the cultural strategy Increase frequency of events (eg food festivals / events)						<b>ALREADY UNDERWAY</b> arts development officer economic development	<b>LOW</b> Mainstream revenue generation / sponsorship
Project 5	Capacity Building : Town Forum should be shown good practice						Policy and Design Economic development	<b>LOW</b> Mainstream

Key Objective	2. Market Street : A thriving street again	Year 1	Year 2	Year 3	Year 4	Year 5+	Staff resource	budget
Key Action	Transform Market Street into the best street in any town in the North West of England							
Project 1	Feasibility / Proposals: commission feasibility study examining engineering constraints / options for improvement including tree planting and increasing short term parking possibilities. Implement Scheme.						Town Centre Parking Strategy Already prepared Policy and Design Lancashire CC Economic Development Streetscene	<b>HIGH</b> £1025000 Capital Programme external funding Private Levy NWDA £1.5m
Project 2	Prepare Market Town Design Guide to coordinate approach to shopfront design / graphic style / colour / street materials etc						Policy and Design	<b>LOW</b> Mainstream
Project 3	Lighting : develop lighting strategy to improve lighting along key pedestrian routes, highlight town features such as St Mary's Arch, and celebrate festivals eg Christmas.						<b>ALREADY PART UNDERWAY</b> Policy and Design Economic Development Streetscene	<b>MEDIUM</b> Mainstream Plus £3,000 per feature
Project 4	Improve the Cultural Offer: continue to develop and implement the cultural strategy Increase frequency of events (eg food festivals / events)						<b>ALREADY UNDERWAY</b> arts development officer economic development	<b>LOW</b> Mainstream revenue generation / sponsorship

Key Objective	3. Make a diverse and sustainable Town Centre	Year 1	Year 2	Year 3	Year 4	Year 5+	Staff resource	budget
Key Action	Promote mixed use development opportunities in Chorley Town Centre							
Project 1	Market Walk Phase II : Prime mixed use retail development as part of coordinated town centre footfall plan						corporate team	<b>HIGH</b> Public / private partnership
Project 2	QS Fashions site : mixed use development as anchor at southern entrance to town, at end of Market Street						business directorate	<b>HIGH</b> private sector
Project 3	Gillibrand Street: mixed use residential / retail / office development						business directorate	<b>HIGH</b> Public / private partnership
Project 4	Promote infill development and encourage refurbishment of empty flats over shops.						business directorate	<b>MEDIUM</b> Public / private partnership
Project 5	Independent Shops : encourage start-ups and independent shops to establish.						<b>ALREADY UNDERWAY</b> economic development	<b>MEDIUM</b> Mainstream / external funding

Key Objective	4. Revitalise Chorleys built heritage	Year 1	Year 2	Year 3	Year 4	Year 5+	staff resource	budget
Key Action	Improve the setting of Chorleys fine buildings, and ensure improvements enhance surrounding streets							
Project 1	Townscape Heritage Initiative explore feasibility of THI bid						Policy and Design	LOW Mainstream
Project 2	Prepare Market Town Design Guide to coordinate approach to shopfront design / graphic style / colour / street materials etc						Policy and Design	LOW Mainstream
Project 3	Lighting : develop lighting strategy to improve lighting along key pedestrian routes, highlight town features such as St Mary's Arch, and celebrate festivals eg Christmas						<b>ALREADY PART UNDERWAY</b> Policy and Design Economic Development Streetscene	MEDIUM Mainstream Plus £3,000 per feature
Project 4	Streetscape : ensure street improvements in conservation areas are appropriate quality						Policy and Design Lancashire CC	LOW Capital bid external funding

Key Objective	5. Make a new setting for Chorleys Markets	Year 1	Year 2	Year 3	Year 4	Year 5+	staff resource	budget
Key Action	Improve the setting of the Covered Market, its Hall and the Flat Iron. Make new places for the Speciality Markets							
Project 1	Continue to market the Market Town Graphic Identity : further develop brand for Chorley Markets, to support marketing						<b>ALREADY UNDERWAY</b> Economic Development Communications	<b>LOW</b> Mainstream Sponsorship
Project 2	Flat Iron : Commission Design Study and implement scheme to turn Flat Iron into a multi-functional market/carpark/civic space linked to Market Walk Phase 2 plans						Economic Development Policy and Design	Capital Programme Bid / private sector levy £500,000
Project 3	Lighting : develop lighting strategy to improve lighting along key pedestrian routes, highlight town features such as St Mary's Arch, and celebrate festivals eg Christmas						<b>ALREADY PART UNDERWAY</b> Economic Development Streetscene	<b>MEDIUM</b> Mainstream Plus £3,000 per feature
Project 4	Speciality Markets : improve new places such as Fazakerley Street						Economic Development Policy and Design Lancashire County Council	<b>MEDIUM</b> Capital Programme Bid £175,000

Project 5	Chorley Covered Market : Deliver Capital Improvements project						<b>COMPLETE</b> Economic Development Policy and Design	
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Key Objective	6. Chorley Boulevard	Year 1	Year 2	Year 3	Year 4	Year 5+	staff resource	budget
Key Action	Transform the ring road into a green boulevard around Chorley Town Centre							
Project 1	Commission feasibility study and implement scheme to green Chorley - Shepherds Way						Streetscene Policy and Design Landscape Architects Lancashire CC	Capital Programme Bid External Private Sector Levy £500,000
Project 2	Public Art : new commissions/competitions to bring identity and distinctiveness including roundabouts artwork.						Policy and Design Lancashire County Council Streetscene	Public Partnership External Funding £100,000
Project 3	Lighting : develop and Implement lighting strategy to improve lighting along key pedestrian routes, highlight town features and celebrate festivals etc. Potential for permanent and temporary lighting visible from Shepherds Way						<b>ALREADY PART UNDERWAY</b> Economic Development Streetscene	Mainstream Plus £3,000 per feature Plus £ <b>MEDIUM</b> for Shepherds Way
Project 4	Integrate car parks and their access routes into the greenspace network. Friday Street Car Park – Improve by tree planting/re-surfacing						Policy and Design Streetscene	<b>LOW</b> Capital Programme Bid

Project 5	Improve links across Shepherds Way; improve the underpasses under the railway						Policy and Design Lancashire County Council	<b>MEDIUM</b> Capital Programme Bid Private sector levy
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Key Objective	7. Chorley Civic Quarter	Year 1	Year 2	Year 3	Year 4	Year 5+	staff resource	budget
Key Action	Make a distinctive civic quarter for Chorley							
Project 1	Town Hall Square : make a new square outside the Town hall, at the top of market street						Policy and Design Lancashire CC Consultants	Capital Programme Bid Private sector levy £500,000
Project 2	Commission feasibility study and implement scheme to green Chorley – Astley Park Gates : develop streetscape / planting project linking Market Street with Astley Park Gates / The Chor						Streetscene Policy and Design. Landscape Architects Lancashire CC	Capital Programme Bid External Private Sector Levy £500,000
Project 3	Union Street : improve Union Street frontage / fencing / railings						Part delivered with Flat Iron project Policy and Design Landscape Architect	Capital Programme Bid Private sector levy £50,000
Project 4	Integrate car parks and their access routes into the greenspace network. Town Hall Car Park – Improve by tree planting/re-surfacing						Policy and Design Streetscene	<b>MEDIUM</b> Capital Programme Bid

Project 5	St Thomas's St : encourage development on gap sites						Covered under Objective 3 Project 4.	Covered under Objective 3 Project 4.
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Key Objective	8. Reveal the Town Centre	1 year	2 year	3 year	4 year	5 + year	staff resource	budget
Key Action	Make sure people know about Chorley for the right reasons							
Project 1	Continue to market the Market Town Graphic Identity : further develop brand for Chorley Markets, to support marketing						<b>ALREADY UNDERWAY</b> Economic Development Communications	<b>LOW</b> Mainstream Sponsorship
Project 2	Public Art : new commissions/competitions to bring identity and distinctiveness including roundabouts artwork.						Policy and Design Lancashire County Council Streetscene	Public Partnership External Funding £100,000
Project 3	Prepare and implement coordinated Signage Strategy from the motorway and trunk roads and from public transport networks into the town centre including Brown Signs, "heads-up" maps and signs, finger posts and street nameplates.						Covered under other objectives. Economic Development Policy and Design Lancashire County Council Streetscene	<b>MEDIUM</b> Mainstream Private Sector Levy Capital Programme Bid Lancashire County Council
Project 4	In addition to public art and signage, define town entrances through buildings and landmarks.						Economic Development Policy and Design Lancashire County Council Streetscene	<b>MEDIUM</b> Public / private partnership

Key Objective	9. Chorley : a walkable town centre	1 year	2 year	3 year	4 year	5 + year	Staff resource	budget
Key Action	Improve the walking environment for pedestrians and encourage people away from car use.							
Project 1	Pedestrian Environment : declutter streets, remove barriers to walking throughout the town. Introduce places for restful sitting and toddlers play, close to town centre						Policy and Design Streetscene Lancashire County Council	<b>MEDIUM</b> Part capital programme Mainstream
Project 2	Commission feasibility study and implement scheme to green Chorley link existing greenspaces on the west side of town to make pleasant walking circuits.						Streetscene Policy and Design Landscape Architects Lancashire County Council	Capital Programme Bid External Private Sector Levy £500,000
Project 3	Lighting : develop and Implement lighting strategy to improve lighting along key pedestrian routes, highlight town features such as St Mary's Arch, and celebrate festivals. Ensure high perception of personal safety						<b>ALREADY PART UNDERWAY</b> Economic Development Streetscene	Mainstream Plus £3,000 per feature Plus £ <b>MEDIUM</b> for Town Centre enhancements

Project 4	Integrate car parks and their access routes into the greenspace network.						Policy and Design Streetscene	MEDIUM Capital Programme Bid
Project 5	Biodiversity and wildlife : plant native species of plants to encourage wildlife in the town centre						Partly covered under other tree planting projects. Streetscene Landscape architect Policy and Design Lancashire County Council	Mainstream Climate Change Budget Private Sector Levy Capital Programme Bid £20,000

Key Objective	10. Chorley Town Centre : a vibrant focus for the Borough	1 year	2 year	3 year	4 year	5 + year	Staff resource	budget
Key Action	Make Chorley Town Centre the focus for the whole borough							
Project 1	Continue to develop a varied and popular new public realm with good linkages to the surrounding districts						Covered under other projects	Covered under other projects
Project 2	Placecheck : hold regular (at least once a year) community events, involving schools and interest groups.						<b>ALREADY UNDERWAY</b>	<b>LOW</b> Mainstream
Project 3	Innovate and diversify : continue to promote initiatives for new start-ups, stalls, cultural and business opportunities.						<b>ALREADY UNDERWAY</b> Economic Development	<b>MEDIUM</b> Mainstream external funding Private sponsorship
Project 4	Improve the Cultural Offer: continue to develop and implement the cultural strategy Increase frequency of events (eg food festivals / events)						<b>ALREADY UNDERWAY</b> arts development officer Economic development	<b>LOW</b> Mainstream revenue generation / sponsorship



Project 5	Partnership : continue to develop town centre partnerships						<b>ALREADY UNDERWAY</b> Economic Development and Policy	<b>LOW</b> Mainstream Sponsorship (eg refreshments)
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