

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.

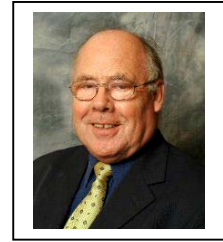
Our visits to Bury and Ormskirk Markets were very worthwhile part of this Inquiry and the Panel and Officers learned good practice that will assist the Council in the future. The Panel appreciate the time and courtesy extended to us by the Market representatives.

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. 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.

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.

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.			
Financial (Revenue)			
	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.
Investment (Capital)			
	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.
Management			
	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.			
Financial (Revenue)			
	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.

Investment (Capital)			
	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.
Management			
	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 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 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.
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- 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.