

Report of	Meeting	Date
Corporate Director (Business)	Corporate & Customer Overview and Scrutiny Panel	23/10/07

CHORLEY MARKETS

PURPOSE OF REPORT

1. To update Members on the progress made in improving and developing Chorley Markets following the inquiry into their performance during 2004.

RECOMMENDATION

2. That this progress report be noted.

EXECUTIVE SUMMARY OF REPORT

3. This report updates Overview and Scrutiny on the considerable progress being made towards the improvement and development of Chorley Markets following an Inquiry into their performance during 2004.
4. On 30 September 2004 the Executive Cabinet originally approved 2 of the 27 Inquiry recommendations. The main one of these related to exploring partnership arrangements for market management and investment.
5. Following a detailed and robust procurement exercise the Council subsequently decided to retain the market management within the Council.
6. To move things along in March 2007 the Leader of the Council agreed to the establishment of a Steering Group which is chaired by the Executive Member for Economic Development and Regeneration, Councillor Malpas and includes representatives of the Market Traders.

REASONS FOR RECOMMENDATION

7. The report is for updating only and does not require a decision.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

8. None

CORPORATE PRIORITIES

9. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region	✓	Improved access to public services	
Improving equality of opportunity and life chance		Develop the character and feel of Chorley as a good place to live	
Involving People in their Communities		Ensure Chorley is a performing Organisation	

BACKGROUND

10. During 2004 the Customer Overview and Scrutiny Panel undertook an inquiry into the performance of Chorley's Markets. At the conclusion of this the Panel presented its recommendations to the Executive Cabinet on 30 September 2004. These are printed in full at Appendix A.
11. The Executive Cabinet accepted two of the recommendations, those numbered 6 and 25 and instructed officers to pursue them. Members of the Executive Cabinet deferred a decision on the remaining recommendations in order not to fetter the scope which could be offered in the investigation of partnering or outsourcing opportunities.
12. With regard to recommendation 6, exploring partnership arrangements for market management and investment, the Council has now concluded a very detailed and robust procurement exercise. The outcome of this is that the market management has been retained within the Council and that a Market Steering Group has been established to help develop plans for improving the markets.

MARKET STEERING GROUP

13. In March 2007 the Leader of the Council met with Market traders and agreed to establish a steering group to help develop plans to improve Chorley Markets.
14. The Executive Member for Economic Development and Regeneration, Councillor Malpas, Chairs the group which consists of representatives from the Market traders and officers of the Council.
15. To date the group has met on five occasions and has made consistently good progress which is demonstrated in the following documents:
- Appendix B : Market Steering Group Action Plan
 Appendix C : Markets Development – Briefing Note – Guidelines to Liberata
 Appendix D : Communications and Marketing Plan
16. Through the Market Steering Group considerable progress is now being made against each of the recommendations from the original Customer Overview and Scrutiny Inquiry. This is clearly demonstrated from the progress outlined above and for ease of reference further comments have been added to the original recommendations at Appendix A.

IMPLICATIONS OF REPORT

17. This report has implications in the following areas and the relevant Corporate Directors' comments are included:

Finance	✓	Customer Services	
Human Resources		Equality and Diversity	
Legal		No significant implications in this area	

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION AND IMPROVEMENT)

Financial Implications

18. As with all Improvement Projects there are likely to be additional resource implications to achieve all the desired outcomes. At present the improvements in marketing and operational issues are being contained within the Council's cash budgets. This includes committing to the exploratory work on the indoor market refurbishment. Any significant additional resources required will need to be approved by Members and if this occurs the usual decision making process will be followed.

JANE MEEK
CORPORATE DIRECTOR (BUSINESS)

Background Papers			
Document	Date	File	Place of Inspection
Chorley Markets Inquiry Report	September 2004	Committee Reports and Minutes Library	The Loop My Briefcase/Council Meetings

Report Author	Ext	Date	Doc ID
Paul Morris	5111	10 October 2007	DCEREP\REPORT\2007Chorley Markets

OVERVIEW AND SCRUTINY INQUIRY REPORT – CHORLEY MARKETS		
Rec No	Recommendation	Comments
1.	Reduce stall rents to make them more attractive to new traders	Market tariffs and rents will be considered along with all other income streams during the budget setting cycle. Reference will be made to the practices and policies at Bury Market
2.	Introduce new rent payment methods and discounts for advance payment	As above at recommendation 1
3.	Roof over the central aisle of the covered market	Plans for the development of the covered market are being prepared under the guidance of the Market Steering Group for consideration in setting the 2008/09 Council budget
4.	Provide more lock up stalls on the covered market	As above at recommendation 3
5.	Buy or rent new stalls for trial on Fazackerley St/Market St	This is under consideration as part of recommendation 8
6.	Explore partnership arrangements for market management and investment	A detailed and robust procurement exercise has been carried out with the result that the market management has been retained within the Council.
7.	e-enable stallholders to apply for stalls	Facility now in place
8.	Move Flat Iron stalls to Market St	Being considered by the Market Steering Group who will inform an Executive decision at some future point. The Steering Group have discussed plans to locate the Flat Iron Market on half of its current site during the Market Walk Phase 2 works
9.	Hold occasional specialist markets	There is an ongoing programme of occasional specialist markets
10.	Encourage use of coloured covers on Flat Iron stalls	This is under consideration as part of recommendation 8

OVERVIEW AND SCRUTINY INQUIRY REPORT – CHORLEY MARKETS		
Rec No	Recommendation	Comments
11.	Offer alternative tenure options	Tenure options will be considered once decisions have been made on the investment and development plans for the market. Reference will be made to the practices and policies at Bury Market
12.	Improve lighting facilities	As above at recommendation 3
13.	Concentrate advertising on Tuesdays	A Communications and Marketing Plan has been developed under the guidance of the Market Steering Group which is improving the effectiveness of these activities. A Markets logo and brand has been agreed which will feature in all future activities
14.	Increase advertising and target under represented lines	As above at recommendation 13
15.	Develop website page to include adverts and information about stalls	The Council has recently gone live with its new web site which includes improved coverage of Chorley Markets. In the first 3 months the number of general visitors to the web site has increased significantly
16.	Implement an advertising strategy eg Chorley Cakes	As above at recommendation 13
17.	Advertise via different methods eg radio, internet etc	As above at recommendation 13
18.	Install flagpoles at the market entrance	As above at recommendation 3
19.	Offer sponsorship opportunities eg planting flower beds	No action has been taken on this pending the appointment of the Town Centre Manager expected later this year. Reference will be made to the practices and policies at Bury Market
20.	Offer incentive to increase range and variety of stalls	As above at recommendation 1
21.	Consider Saturday instead of Tuesday for Flat Iron market	There was no support for this recommendation from market traders and no action has been taken

OVERVIEW AND SCRUTINY INQUIRY REPORT – CHORLEY MARKETS		
Rec No	Recommendation	Comments
22.	Retain Thursday trading on the covered market	Thursday trading has been retained
23.	provide more information for customers eg flyers	As above at recommendation 13. Promotional materials including stickers and bags for life are being distributed to customers via the market traders.
24.	Advertise for customers outside the Chorley area eg magazines, radio etc	As above at recommendation 13
25.	Arrange coach parking at Chorley Interchange	Arrangements are in place to cater for drop off and pick up at the interchange but there are not sufficient facilities to allow medium and long term parking. Alternative drop off and pick up arrangements have been introduced along with long stay parking on the Friday Street car park. Coach operators and group organisers are provided with information sheets outlining the arrangements. A partnership with Botany Bay is currently under consideration
26.	Install brown promotional signs on motorway and entrances to town	This is an issue that has been raised at the Market Steering Group for consideration once the Town Centre Manager has been appointed
27.	Improve car parking signage	Car park signage was improved following an Overview and Scrutiny inquiry into car parking. Further changes and improvements may result from the Market Walk Phase 2 development

MARKET STEERING GROUP ACTION PLAN – 9 OCTOBER 2007

OPPORTUNITY	ACTIONS	WHO?	WHEN?	UPDATE/PROGRESS	COMMENTS
(A) Improve Market Management	(1) Approach by Bury Council (2) Appoint Town Centre Manager	CB CB	October October/November	9 Oct (1) Arrangements agreed and details to be finalised. (2) No appointment made at interviews in July 2007. Post being re-advertised.	
(B) Investment Long Term	Covered – (1) Draw up Plans – In consultation Flat Iron - (1) Gather information on stalls/covers, etc (2) Feasibility of electric hook-ups (Also side of covered)	PM to lead CB CB	October/November July July	21 Aug Liberata commissioned to prepare plans for consideration during the 2008/09 budget setting cycle.	Plans See attached brief given to Liberata Appendix C. Stalls/Covers <ul style="list-style-type: none"> • Visit outdoor markets to see what they are doing. • Want something that locks into the floor and lock together to provide more strength. Electric hook-ups <ul style="list-style-type: none"> • Good idea for flat iron • Will extend trading hours in winter
(C) Tariffs & Market Rents	(1) Develop proposals	CB	October/November	For October/November Meeting	Input of Bury Council needed
(D) Market Walk Phase 2	(1) Draw up plan to fit Flat Iron on half size. (possible Fazackerley Street)	CB	July	3 July (1) Proposed layout presented.	<ul style="list-style-type: none"> • Health and Safety considerations on the flat iron are important. • Possibility of extending flat iron stall area if required or move onto the flat iron. • Need to plan for the Market Walk building work in consultation with Flat Iron traders.

MARKET STEERING GROUP ACTION PLAN – 9 OCTOBER 2007

OPPORTUNITY	ACTIONS	WHO?	WHEN?	UPDATE/PROGRESS	COMMENTS
(E) Coach Parties	(1) Contact local attractions re: joint offer (a) Botany Bay (Pilot) (b) Brief to Cath Burns (c) Coach Operators Open Day? (d) Sort out coach parking	CB JB - CB	July June - July	3 July 1 (a) Cath has talked to Botany Bay about a Partnership - would give free entrance - would provide free lunch 1 (d) Map presented showing current car park in Friday Street.	
(F) Communications & Marketing	(1) Shelley Wright to draft Communications & Marketing Plan	SW	August	21 Aug – Communications & Marketing Plan agreed including new market logo. 9 Oct – Group updated on progress and marketing materials distributed	
(G) Specialist Markets		CB	Ongoing		

**MARKETS DEVELOPMENT
BRIEFING NOTE
GUIDELINES TO LIBERATA**

**UPDATED 21 SEPTEMBER 2007 FOLLOWING MEETING WITH EXECUTIVE
MEMBERS AND LIBERATA**

The Council wishes to employ Liberata's architectural services to prepare scheme designs and costings for the improvement and development of the Town Centre covered market. The following guidance is given to Liberata to help manage the work:

A. Timeline

The project design needs to be completed to the Council's satisfaction for inclusion in the 2008/09 package going for public consultation. To achieve this, final design and accurate costings will be required by 1 November 2007.

It is required that, as a minimum, Liberata will attend the following meetings to inform the design stage, report progress and present the final proposals:

<u>Consultation</u>	<u>Indicative Date</u>	<u>Comment/Update</u>
1. Executive Members	Mid September	Meeting held 21 Sept 2007 with Cllrs Malpas, Case, Bell, Cullens and Gray.
2. Market Steering Group	9 October	
<u>Progress Report</u>		
3. Cllr Maplas	Mid October	
<u>Final Proposals/Sign Off</u>		
4. 2008/09 Budget consideration	15 November	

B. Design Features

The Council wishes Liberata to base its designs around the areas set out in the Overview and Initial Concept document that was supplied to the Council in August 2007. The areas for consideration include the following but are not restricted to these:

1. Replacement Shutters
2. Improving entrances
3. Covering the central walkway
4. Improving lighting and the ceiling space
5. Improving the internal visual effect of the market including the columns and stalls
6. Improving the flooring
7. Improving the general internal layout of the market stalls
8. Options for a café/rest area
9. Options for additional lock up stalls to act as business incubation units.

Further Comments/Update

- [Disabled access needs to be taken full account of.](#)
- [The potential for moveable stalls to be explored.](#)

Appendix C

- There is a need to ensure that the canopies at the entrances are of the right quality and in keeping with the existing town centre and all future developments including the market. Visuals will help with this.

CHORLEY MARKETS – COMMUNICATIONS AND MARKETING ACTION PLAN
JULY 2007 – MARCH 2008

1. BACKGROUND

Members of the Markets Steering Group correctly identified communications and marketing as a critical success factor in the recent issues paper. As a result, Chorley Borough Council's communications manager was invited to the meeting and asked to think about an action plan of activity to March 2008.

2. OBJECTIVES

The group advised that there were a number of objectives to focus on in the short to medium term. These included:

- Attracting more young people to the markets
- Changing the image of the markets to attract a wider range of customers
- Attracting more coaches to the markets
- Attracting more traders to the markets
- Promoting the Tuesday markets

Appendix D

<p>Vision:</p>	<p><i>“We want local people, visitors and traders to recognise Chorley Markets as a lively, fun shopping and trading destination offering quality, choice and value for money to rival other markets across the North West”</i></p>			
<p>Objectives:</p>	<p>Attract younger people by changing the image</p>	<p>Promote the Tuesday market</p>	<p>Attract more coaches</p>	<p>Attract more traders</p>
<p>Activity:</p>	<p>Promote individual traders, stalls and goods through articles in Chorley Borough News, local media and specialist press/publications eg fashion, cosmetics, music, homewares</p>	<p>Launch campaign and produce logo/strapline.</p>	<p>Produce coaching leaflet detailing joint initiative between Botany Bay and the Flat Iron.</p>	<p>Produce case studies and testimonials from traders for publication in trade press.</p>
<p>Promote ‘green’ angle of shopping on Chorley Markets through local press and literature</p>	<p>Compile a ‘Choose Tuesday’ leaflet detailing layout and expected stalls, with market times on and car parking/public transport timetables and giveaway car stickers to all customers.</p>	<p>Investigate coach parking.</p>	<p>Produce an overview leaflet for traders to circulate at other markets.</p>	<p>Investigate sign up ‘golden handcuff’ schemes and incentives.</p>
<p>Investigate partnership with Runshaw College – business/enterprise and fashion students? Perhaps run an event – fashion show or music?</p>	<p>Release shopping figures and stall numbers on busy days – promote ‘busy’ periods.</p>	<p>Provide a voucher incentive book with money off or offers from regular traders.</p>	<p>Investigate sign up ‘golden handcuff’ schemes and incentives.</p>	<p>Investigate sign up ‘golden handcuff’ schemes and incentives.</p>