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| STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE | Agenda Item No. 8 |
| 15 OCTOBER 2014 | Public Report |

Report of the Chief Executive

Contact Officer – Gary Wright, Peterborough Markets Development Manager
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CITY MARKET

1. PURPOSE

- 1.1 To provide members with an overview of the City Market operation and proposed future planning regarding:
- Market Services
 - Their performance
 - Their expenditure/income & service costs
 - Staffing numbers and staffing issues within service
 - Opportunities for service
 - Service threats
 - Service Objectives for 2014/15

2. RECOMMENDATIONS

- 2.1 The Committee is recommended to note and comment on the work of the City Market and propose further scrutiny in relation to its business activities.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 Peterborough's Sustainable Community Strategy is the plan for the future of our city and the surrounding villages. It sets the direction for the overall strategic development of Peterborough. Market Operations remit directly links to the council's strategic priorities;
- Creating Opportunities – Tackling inequality.
 - Creating strong and supportive communities.
 - Delivering substantial and truly sustainable growth.
 - Creating the UK's Environment Capital.

4. BACKGROUND

Peterborough City market is located on the previous Cattle Market site in an area bounded by Cattle Market Road, Laxton Square and Northminster. It has held chartered market status since 972AD and is one of the larger covered (as opposed to indoor) markets in the region.

City Market Operations provides a day to day retail presence in the City and an opportunity to engage in strategic efforts to enhance the city and its region in the long term.

The services vision is that of Commercial Operations; is to provide a high quality, safe and easily accessible environment that underpins commercial and social success.

*“Markets have existed for millennia and, historically, ensured the residents of towns and cities had access to affordable fresh food and other commodities. They have also acted as a **key source of retail innovation...** Markets were the retail nursery that created many of today's multi-national retailers e.g. TESCO (Hackney, East London), Marks & Spencer (Leeds), and Morrison's (Bradford). This innovation is still being displayed today through, for example, Farmers' and Christmas markets.”*

Markets Alliance submission to The Portas Review 2011

5. General Market

The General Market supports local business and creates significant employment in the city. Managed by Commercial Operations, it is an integral part of the local community, providing an assortment of goods, from furniture and clothing to fresh fruit and vegetables. Both retail & service sectors are represented.

Performance

There are 55 individual licence holders occupying 112 market stalls providing approximately 150 jobs, the largest conglomeration of independent traders in the City and includes an air conditioned food hall housing 2 butchers & 2 fishmonger positions.

The Market is currently open Tuesday to Saturday 8.30am - 4pm. The potential for development and promotion of the market will be an issue that will be strategically addressed as part of the emerging Visitor Economy Strategy, supported by the recent Market Communication Plan.

Budget

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| Expenditure | £287,555 |
| Income | <u>£416,000</u> |
| Net service cost (surplus) | (£128,445) |

Staffing

There are two posts within this service – The Market Development Manager & Markets and Commercial Trading Officer.

- 5.1 The market is not currently operating to full capacity and has significant opportunities for growth. The service does not possess a dedicated Marketing & Promotional budget, and as such; no campaigns to increase its visibility & viability have been delivered. Stall occupancy had declined over the last 5 years but has now stabilised and is receiving 5 new applications to trade on average per month. Footfall has increased slightly and is expected to rise further as the food quarter develops.

- 5.2 The market could accommodate a food quarter and developments to support this are underway. The intention is to provide and promote locally sustainable food together with a range of ethnically diverse, high quality foodstuffs. Creation of the food court has been driven by the need to diversify the markets offer and the significant rise in demand for street food (Food & Beverage demand has risen around 25% nationally over the last 2 years). Additionally it has allowed rearrangement of existing stalls and relocation of some established traders to locations where they are already reporting an increase in footfall. Currently 7 traders have agreed to open, with 2 in negotiation. Recycled seating, previously used in the City Information centre will be installed, together with custom units surrounding the roof pillars matched with bar style stools. The provision of an inner canvas type structure to increase thermal performance is being investigated; possibly in a joint venture with the interested traders.
- 5.3 There are a number of locations within the market which may be suitable to enhance advertising – either of market offers or sponsors logos. These are identified and addressed in the market communication plan 2014-15. (Appendix A). Additionally, the possibility of staging events within the market itself (Entertainment, Auctions, Children’s events etc.) are included.
- 5.4 The perimeter of the market is unattractive with the security railings inserting a barrier to shoppers. Replacement with sliding/concertina type fixtures is currently under investigation, as part of the food court development. Additional refurbishment will be undertaken as funding allows.
- 5.5 Internal processes are no longer fit for purpose and traders and customers alike will benefit from the wide ranging review currently being undertaken into licence fees, trader’s charter & associated processes. All processes are being examined for necessity, suitability and cost effectiveness. Due consultation will be implemented once initial scoping processes are complete.
- 5.6 The environmental impact of the market is being addressed in a number of ways; a significant reduction in waste disposal charges (£45k) has already been achieved. Most of the fruit and vegetable waste is recycled via a local animal charity and separation of cardboard and paper waste for recycling and resale is being investigated. The market canopy and washrooms have been refitted with low energy lighting as part of the city wide initiative, and an opportunity to place solar panels on the food hall roof to reduce energy costs is being evaluated.
- 5.7 The market has suffered from a lack of management over a period of time which has now been addressed with the appointment of the Markets Development manager. This has previously contributed to practices arising which diminish the markets profitability, which include ‘Grandfather Arrangements’ for site storage and reduced rates for multiple stalls. These issues are being addressed by development of a new licence agreement, which will contribute to a significant income lift. For example, traders have over time been allowed to extend their stalls outside their paid curtilage and across the market estate this amounts to some £106k of ‘lost’ income per annum.
- 5.8 The City Market should be an integral part of the retail experience of our customers. The market catchment area includes a significant proportion of lower income households, particularly migrant families, together with more wealthy professional visitors from the surrounding commercial quarter. This encourages a degree of stratification where market offers span those demographics and maximizes the retail opportunity. Considerable effort is being expended to map the type of goods on sale against our customer profile, and thus

the type of stall promoted. The establishment of our customer base forms a significant segment of the communication plan.

- 5.9 More proactive use of social media to establish a market presence is also underway, both to promote the market offer and encourage a better dialogue with our customer base.
- 5.10 The market management team are progressing a number of partnership initiatives to build better links with our communities and develop sustainable, mutually beneficial relationships with other agencies and groups. Those relationships include hosting students from Peterborough Regional College's 'Young Entrepreneur' Program and working with vocational students from the City College to progress a 'market makeover' where stalls are refurbished and original art work introduced. A joint initiative with PECT (Peterborough Environmental City Trust) and other partners is working towards hosting a Peterborough Food Festival in 2015 to showcase the diversity & availability of top quality produce within the local area. Additionally, a significant amount of work is being done with the Friends of Peterborough City market to establish an effective relationship of 'critical friends'. This supplements the improved 'Traders Forum' meetings held on a monthly basis to ensure dissemination of information and dialogue between the authority and its licence holders.

2014/15 Objectives

- 1.To carry out a marketing and promotion campaign of the market to potential traders to facilitate fuller occupancy
- 2.To investigate / introduce a food quarter
- 3.Investigate increased advertising and sponsorship opportunities within the market
- 4.Improve perimeter fencing and appearance of the market
- 5.Improve current lease arrangements and its documentation
- 6.Investigate energy efficiencies, particularly whether solar panels could benefit the Market from installation to its roof.

5.11. Summary of objectives from this service plan

1. To carry out a marketing and promotion campaign of the market to potential traders to facilitate fuller occupancy
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5. Improve current lease arrangements and its documentation
6. Investigate energy efficiencies, particularly whether solar panels could benefit the Market from installation to its roof.
7. Expand car boot sales in Peterborough Car Parks if possible

Redevelopment

Urban design determines the very shape of the streets and public spaces which make up our city. It influences how easy and pleasant it can be to move from area to area. During 2014, Long Causeway will be redeveloped and thus unavailable for events or markets.

The proposed works provide an opportunity to emphasise the character of Long Causeway and help revitalize this commercial area of the City. It is envisaged that we will help to bring some of the open space element of the scheme alive by expanding the events, street market and trading offers to both schemes.

6. IMPLICATIONS

- 6.1 Securing sponsorship for projects and events during the current economic climate could prove challenging but we look to maximise opportunities.

7. CONSULTATION

- 7.1 55 Traders, 1 traders association and 4 other partners and stakeholders have been consulted directly.

8. NEXT STEPS

- 8.1 Any recommendations from the Committee for changes should be referred to the Cabinet Member Tourism, Business and International links.

9. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985
The Portas Review 2011

10. APPENDICES

Markets Communication Plan 2014-15

City Market Communications Plan

August 2014 – August 2015

*Directorate: Commercial Operations
Communications Lead: Pep Cipriano*

Approval

Signed: _____ Date: _____
Assistant Director of Commercial Operations

Communications Plan City Market

August 2014 – August 2015

Lifespan of communications plan

Key officers

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|----------------------------|---|
| Project Lead | Gary Wright (Market Development Manager), Steve Woolley (Assistant Markets Manager) |
| Director | Annette Joyce |
| Cabinet Members | Lucia Serluca |
| Communications lead | Pep Cipriano |
| Key Stakeholders | Market traders, customers, Friends of Peterborough City Market, city market marketing steering group, city centre retailers |

Level of project

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|--------------------------|--|--------------------------|---|-------------------------------------|--------------------------------|
| <input type="checkbox"/> | Red Level Damage to council's reputation | <input type="checkbox"/> | Amber Level Has potential to cause issues | <input checked="" type="checkbox"/> | Green Level Low risk |
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Summary

The profile of the City Market needs to be raised in order for it to attract traders (approximately a third of available trading space is vacant) and in turn attract more customers. It is in a situation where it is struggling to recruit traders because there are not enough customers - and not enough customers visit because there are not enough interesting / unique traders.

Recommendations are:

- A marketing subgroup to include members of the Peterborough City Market Traders Association / Friends of Peterborough Market to be established. The group should also include the Market Development Manager, Assistant Markets Manager and the Commercial Operations Marketing Manager
- The group will be responsible for creating, implementing and evaluating all marketing and communications activity designed to raise the profile of the City Market
- Further understand the market's average customer profile (in addition to data gathered from the Christmas 2013 campaign) by measuring footfall and time spent in the market. Establish City Market user's focus group as a result
- Form a partner relationship with regulatory services (trading standards) to support 'real deal' safe trading campaign
- Refresh the market's presence on the city council's website. This will involve a re-write of the pages, adding new photographs and a professionally filmed video featuring traders, staff and customers
- Produce City Market map illustrating types of produce on offer
- Investigate additional services that may be offered to shoppers (Click & Collect etc.)
- Investigate services the Cambridgeshire Chamber of Commerce or similar groups might be able to provide for traders (marketing, finance, web page design, social media etc.)

- Evaluate options for delivery of local themed events based around locality
- Promote City Market (by way of a marquee) at events managed by the Commercial Operations team such as the Italian Festival, Diwali Festival, Portuguese Festival and other similar events with high footfall
- Review purpose, content, style and dissemination of the City Market newsletter with the aim of increasing dialogue with traders and market customers
- Review any assistance that might be offered by the Countryside Alliance or any other strategic partners identified
- A focus on marketing the development of the Food Court – specialising in artisan style foods, with seating area and new fencing
- Utilise Market Trader News magazine for quarterly advertorials and features
- Ensure City Market has presence in internal and external Peterborough City Council publications
- Benchmark number of visits to the market web page and city number of Tweets re-Tweeted. Ensure we maximise the city council's social media channels to promote market events, new stalls, special offers, seasonal produce etc.
- Revise and implement trader start-up packages
- Introduce a suggestion box (physical and electronic) with incentives / rewards for suggestions of improving the market experience and footfall that are implemented
- Use existing PA system for promotional news to showcase events and new products
- Develop relationship with Peterborough City College and other educational establishments that encourage young entrepreneurship
- Instigate rolling renovation programme using Friends of Peterborough Market volunteers / college students
- Produce 'To Rent' signs for unused stalls
- Speak to traders from other city markets and visit these markets to see how they promote themselves

Creative brief for design, digital and copywriting

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| What is the intended outcome/s of the campaign? How will you measure these? |
| <p>Three intended outcomes:</p> <ol style="list-style-type: none"> 1. Increase the number of traders at the City Market by 5% Evidenced by identifying the |

- increase in the number of traders at the end of the campaign
- 2. Increase customer footfall to the City Market by 5%
- 3. Increase public profile and awareness of City Market. Evidenced by the amount of positive media coverage gained and social media tracking

What are the key messages / facts we want to communicate?

To potential traders:

- Competitive start-up rates
- Under cover stalls
- Stalls decorated at start of traders' licence
- Secure stalls in secure compound
- Multi route pedestrian access
- Pedestrian entrance to the multi-storey car park
- Subsidised trader parking
- Supportive trading environment
- Flexible and innovative management

To potential customers:

- Pedestrian entrance to the multi-storey car park
- Close proximity to good value car parking
- Close to bus route
- Unique and interesting products at highly affordable prices
- Knowledgeable and friendly traders
- Covered roof
- More than 150 stalls selling a wide variety of products and services
- Open Tuesday to Saturday from 8.30am until 4pm
- Unique and established stalls, offering the same services as the high street at a fraction on the price
- Food and drinks available on site

What images could you associate with your service/campaign? What words?

Images:

- Fresh fruit and vegetables, flowers, clothing, pet supplies, electrical items, barber, fish, cobbler, bric a brac
- Cheerful traders communicating with customers
- Happy shoppers through the seasons
- Crowds including diverse group of adults and children
- Well established stalls
- Unique goods
- Car parking
- Food stalls
- Helpful staff interacting with customers

Words:

- Fresh
- Good value
- Discount
- Friendly
- Interesting
- Convenient

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| <ul style="list-style-type: none"> • Parking • Atmosphere • Accessible • Affordable • Unique • Variety • Value |
| What actions are we hoping will come out of any campaigns we undertake? |
| <ul style="list-style-type: none"> • Greater shopper footfall and dwell time • Increase in applications for stalls • More higher end traders encouraged |
| What do we know about the intended audiences? |
| <ul style="list-style-type: none"> • Some data captured from Christmas hamper competition • Trader questionnaire currently underway • Typical shopper profile in preparation |
| Barriers to participation |
| <ul style="list-style-type: none"> • Negative perception and comments about the market • Cost of trading • Apathy of traders • Competing high street (Wilkinson's) • Poor product range and quality |
| Areas of enthusiasm |
| See 'key messages' |
| Is there someone who could be a champion for this audience that could get involved? |
| <ul style="list-style-type: none"> • Customer and trader testimonials • Cabinet member |
| Budget availability |
| TBA. All spend will be detailed and kept within agreed budget |
| What are the KPIs we are going to look for to evaluate whether the campaign is working? When? |
| Each tactic can be measured in various ways that is relevant to the communications tool being used. If the tactic / action cannot be measured then it should not be part of this plan |

Communications channel matrix

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|--|---------------|--|-------------------|--|----------|--|-------------|--|-------------------|
| | News releases | | Insite (intranet) | | Branding | | PCC website | | Press advertising |
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| Radio Interviews | Connected e-newsletter | Leaflet / postcards | Facebook posts | Lampposts |
| Spokesperson interviews | Members bulletin | Poster | Twitter posts | Roundabout advertising |
| Advertorials | The Wrapper | Promotional events | Videos | Radio advertising |
| Speaker opportunities | Staff and management briefings | Online advertising | Apps | Bus advertising |
| Photo opportunities | Notice boards | Easy read translations | QR codes | Booklets / brochures |
| Photo shoot | Stock images | Documentation – e.g. forms | Microsite | Viral concept |
| Linked In Posts | Facebook advertising | Direct mail | Email marketing | Event giveaways (bags / gifts) |
| Pollsters (pre-event) | Pollsters (during event) | White papers | Third party marketing / network marketing | Sponsorship packs |
| Beer mats / restaurant table-toppers | Retail point of sale | Traffic signage | Leaflet / poster distributions | Bookmarks |
| Digital point of sale (e.g. digital poster sites) | Links on third party websites / social media | Magazine / newsletter creation (print and digital) | Your Peterborough magazine | Media partnerships |
| Bluetooth | SMS messaging | Partner and sponsor publications (print and digital) | Presentations | Word-of-mouth |
| Bespoke social media landing pages | Telemarketing | Tradeshows / exhibitions | Consultation drop-Ins | Exhibition stands |

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