

<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 7</b>
<b>19 MARCH 2015</b>	<b>Public Report</b>

<b>Report of the Director of Governance</b>		
<b>Contact Officer</b>	<b>Annette Joyce, Service Director: City Services &amp; Communications</b>	<b>Tel. 01733 452280</b>

## **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 2015/16

### **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 20111

#### **4.1 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**

Expenditure	£287,555	
Income	<u>£416,000</u>	
Net service cost (surplus)	(£128,445)	2014/2015 Figures

##### **Staffing**

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

#### **4.2 Opportunities**

**4.2.1** As previously noted the market is not currently operating to full capacity and presents significant opportunities for growth. Despite a limited budget capacity for promotions, a successful marketing campaign has been implemented (see3 below) Stall occupancy had significantly declined over the last 5 years but currently has stabilised, with 6 new applications to trade on average per month. Footfall had increased prior to the Christmas period but has suffered post festivities. The weather is significant and footfall figures are in line with expectations for the period. It is expected they will rise further as the food quarter and other market offers develop.

**4.2.2** The intention to create a ‘Food Quarter’ is now well 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 (F&B 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 11 traders have agreed to open, with 1 other in negotiation. Recycled seating, previously used in the City Information centre has been installed, and funding has been found for custom units surrounding the roof pillars matched with bar style stools. The designs are being finalised and will be in place with this financial year. A survey is underway to establish the feasibility of installing transparent; tracked plastic windbreak curtains on the Laxton Square boundary to improve the environment in the food court and Laxton Square areas for shoppers.

- 4.2.3** The market site has been reviewed as regards opportunities for enhancement of both the visual environment and also increased advertising. The marketing plan has been used to guide the process, Traders offers boards are now in place, and better use is being made of current notice board to showcase offers. A significant advertising program has been implemented with new and attractive artwork being designed and circulated via a number of routes. Presence has been achieved in the JC Decaux media board across the City and has generated very positive comment, with shoppers approaching the traders featured and confirming the increased level of interest. Images of Peterborough past are being printed onto large boards which will be affixed to currently unoccupied stalls or those used for storage, which will enhance the appearance. Where appropriate, unoccupied stalls are being opened to allow adjacent stalls to display additional goods, again improving appearance. Plans are well advanced for an Easter market event with children's entertainment and other attractions. The national 'Love your local market' event in May will be supported this year.
- 4.2.4** The perimeter of the market is unattractive with the security railings inserting a barrier to shoppers. Replacement with sliding / concertina type fixtures is still under investigation, as part of the food court development but cannot currently be funded. Additional refurbishment will be undertaken as funding allows, with the assistance of Peterborough Friends of the Market, and may include repainting the fencing.
- 4.2.5** Internal processes were identified as being no longer fit for purpose and traders and customers alike will benefit from the wide ranging review, which is now underway. One outcome is a rent review survey which suggests that current rents are in line with other regional and national markets and offer good value. Visits have been made to compare other market operations and are reassuring in terms of occupancy rates and efficiencies.
- 4.2.6** The environmental impact of the market is being assessed and further work will be progressed with Peterborough City Environmental Trust to see where further progress can be made, an opportunity to place solar panels on the food hall roof to reduce energy costs has been deferred to release capital for progression of revenue enhancing processes..
- 4.2.7** As previously stated, all processes of market management are being reviewed. Some of these are being addressed by development of a new licence agreement, in close consultation with PCC legal teams, which will contribute to a significant income lift. Closer attention to and reassertion of the Cities Market Rights as enshrined in the Charter would generate significant additional income, potentially in the region of £60k p.a. and this is being actively progressed.
- 4.2.8** 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, and a recent publication by Professor Cathy Parker of the Institute of Place management stresses the importance of markets within the built environment and supports the attempts to make markets the hub of a locations retail offer.

**4.2.9** Improved use of social media is underway, with traders running their own Facebook page alongside the market web page. This is generating significant traffic and offers traders an alternative route to publicise their offer. The establishment of a 'market DL', particularly for events is being actively progressed, to promote the market offer and offer a better experience for our customer base.

**4.2.10** As previously reported, 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. A major initiative, to encourage engagement and enhancement of opportunity for the authorities' residents is underway in the Lincoln Rd / Millfield area. Provisionally dubbed, 'Spice & Silk' – it is examining opportunities for a number of PCC supported activities, including temporary weekly markets and other community enhancements to be established with the area with any profit being used to further support that community. The area has been surveyed by PCC staff and a very positive response received. It is hoped to implement a trial event by 6<sup>th</sup> June 2015.

### **4.3 Threats**

The current income budget is under achieved by approximately £35k, which is a similar position to April 2014 this is probably not rectifiable in the short term but the measures outlined above have the capacity to significantly improve profitability to this level and beyond.

The market could be affected by the North Westgate Market Development, should it proceed in the future. The proliferation of events on Cathedral Square is anecdotally considered damaging to central market trade and some work is required to establish the mechanics of this arrangement. The market communications plan addresses the displacement issue in detail.

The market looks tired and dated-it needs investment if occupation and visitation is to be maintained or increased. It is probably Peterborough's best kept secret with poor visibility and ineffective signage from surrounding areas. Consideration needs to be given as to the most cost effective route to increase the markets presentation.

### **4.4 2015/16 Objectives**

1. To continue the marketing and promotion campaign of the market to potential traders to facilitate fuller occupancy, including market rights implementation.
2. To continue to develop a food quarter
3. To further Investigate increased advertising and sponsorship opportunities within the market

4. Improve perimeter fencing and appearance of the market
5. Improve current lease arrangements and communicate to traders.
6. Investigate energy and recycling efficiencies

#### **4.5 Summary of Objectives from this Service Plan**

1. To continue a marketing and promotion campaign of the market to potential traders to facilitate fuller occupancy
2. To further develop a food quarter and other market estate opportunities (Farmers / Craft Markets)
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 & recycling efficiencies, within the market estate.

#### **4.6 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.

### **5. IMPLICATIONS**

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

### **6. CONSULTATION**

- 6.1 55 Traders, 1 traders association and 4 other partners and stakeholders have been consulted directly.

### **7. NEXT STEPS**

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

### **8. BACKGROUND DOCUMENTS**

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

- 8.1 The Portas Review 2011

### **9. APPENDICES**

- 9.1 City Market Communication Plan 2014-15

# City Market Communications Plan

August 2014 – August 2015

*Directorate: Commercial Operations  
Communications Lead: Pep Cipriano*

## Approval

Signed: \_\_\_\_\_

Assistant Director of Commercial Operations

Date: \_\_\_\_\_

# Communications Plan

## City Market

August 2014 – August 2015

**Lifespan of communications plan**

### Key officers

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

### Level of project



**Red Level**

Damage to council's reputation



**Amber Level**

Has potential to cause issues



**Green Level**

Low risk

### 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

<p><b>What is the intended outcome/s of the campaign? How will you measure these?</b></p> <p>Three intended outcomes:</p> <ol style="list-style-type: none"><li>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</li><li>2. Increase customer footfall to the City Market by 5%</li><li>3. Increase public profile and awareness of City Market. Evidenced by the amount of positive media coverage gained and social media tracking</li></ol>
<p><b>What are the key messages / facts we want to communicate?</b></p> <p>To potential traders:</p> <ul style="list-style-type: none"><li>• Competitive start-up rates</li><li>• Under cover stalls</li><li>• Stalls decorated at start of traders' licence</li><li>• Secure stalls in secure compound</li><li>• Multi route pedestrian access</li><li>• Pedestrian entrance to the multi-storey car park</li><li>• Subsidised trader parking</li><li>• Supportive trading environment</li><li>• Flexible and innovative management</li></ul> <p>To potential customers:</p> <ul style="list-style-type: none"><li>• Pedestrian entrance to the multi-storey car park</li><li>• Close proximity to good value car parking</li><li>• Close to bus route</li><li>• Unique and interesting products at highly affordable prices</li><li>• Knowledgeable and friendly traders</li><li>• Covered roof</li><li>• More than 150 stalls selling a wide variety of products and services</li><li>• Open Tuesday to Saturday from 8.30am until 4pm</li><li>• Unique and established stalls, offering the same services as the high street at a fraction on the price</li><li>• Food and drinks available on site</li></ul>
<p><b>What images could you associate with your service/campaign? What words?</b></p> <p>Images:</p> <ul style="list-style-type: none"><li>• Fresh fruit and vegetables, flowers, clothing, pet supplies, electrical items, barber, fish, cobbler, bric a brac</li><li>• Cheerful traders communicating with customers</li><li>• Happy shoppers through the seasons</li><li>• Crowds including diverse group of adults and children</li><li>• Well established stalls</li><li>• Unique goods</li><li>• Car parking</li><li>• Food stalls</li><li>• Helpful staff interacting with customers</li></ul> <p>Words:</p> <ul style="list-style-type: none"><li>• Fresh</li></ul>

- Good value
- Discount
- Friendly
- Interesting
- Convenient
- Parking
- Atmosphere
- Accessible
- Affordable
- Unique
- Variety
- Value

**What actions are we hoping will come out of any campaigns we undertake?**

- Greater shopper footfall and dwell time
- Increase in applications for stalls
- More higher end traders encouraged

**What do we know about the intended audiences?**

- Some data captured from Christmas hamper competition
- Trader questionnaire currently underway
- Typical shopper profile in preparation

**Barriers to participation**

- 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?**

- 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

News releases	Insite (intranet)	Branding	PCC website	Press advertising
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

