



SCRUTINY BOARD (CITY DEVELOPMENT)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Tuesday, 7th December, 2010 at 10.00 am

A pre-meeting will take place for ALL Members of the Board
in a Committee Room at 9.30 am

MEMBERSHIP

Councillors

J Akhtar	-	Hyde Park and Woodhouse;
B Atha	-	Kirkstall;
D Atkinson	-	Bramley and Stanningley;
J Elliott	-	Morley South;
G Harper	-	Hyde Park and Woodhouse;
J Jarosz	-	Pudsey;
M Lobley	-	Roundhay;
J Procter (Chair)	-	Wetherby;
R Pryke	-	Burmantofts and Richmond Hill;
M Rafique	-	Chapel Allerton;
M Robinson	-	Harewood;
S Smith	-	Rothwell;
B Woroncow	-	Co-optee (Non-voting)

Please note: Certain or all items on this agenda may be recorded

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
7			<p data-bbox="678 322 1353 394">SESSION 1 OF THE INQUIRY TO CONSIDER THE FUTURE OF KIRKGATE MARKET</p> <p data-bbox="678 434 1385 577">To consider a report of the Head of Scrutiny and Member Development on the first session of the Board's Inquiry to Consider the Future of Kirkgate Market.</p> <p data-bbox="678 618 1062 654">Supplementary Information</p>	1 - 10

Scrutiny Board (City Development)

Inquiry to Consider the Future of Kirkgate Market

Terms of Reference

1.0 Introduction

- 1.1 At the meeting in June 2010 Members agreed to carry out an inquiry to review the future of Kirkgate Market.
- 1.2 The Board subsequently agreed in July 2010 not to pursue such an inquiry because it was reported that the Executive Board was to consider a draft market strategy for Kirkgate Market in October 2010. It was agreed that this Scrutiny Board would be invited to comment on the draft strategy prior to the final strategy being considered by the Executive Board. The draft strategy has been delayed and the Scrutiny Board on 5th October agreed to proceed with this inquiry.
- 1.3 The context of and drivers for the inquiry are:
 - The deputation to Council on 21st April 2010 from the Kirkgate Market branch of the National Market Traders Federation (NMTF) expressing a range of concerns and seeking the appointment of an experienced Markets Manager, a rent reduction, a reduction in parking charges and immediate reinvestment.
 - The subsequent report and decision of the Executive Board on 22nd June to address some of the concerns expressed by the NMTF.
 - The decision of the Executive Board to ask for a condition survey of Kirkgate Market and the capital investment that will be required over the short, medium and long term.
 - The Government's announcement to cut funding to local authorities and the pressures this will place on all services necessitating a fundamental review of all services provided by the Council.
 - Members own experience of the strengths and weaknesses of Kirkgate Market.
 - The renewed emphasis to achieve "Value for Money."
 - The need to establish the views and opinions of shoppers, traders and ratepayers on how they would like to see Kirkgate Market develop and how this should be done.
 - It is considered that the scrutiny focus is timely and provides an opportunity to consider all the options available for the future of Kirkgate Market and to make recommendations to the Executive Board on this issue.

2.0 The Scope of this Inquiry

- 2.1 The scope of this inquiry is to:
 - a) identify the economic and social benefits of Kirkgate Market, the current issues and financial position of the market.

- b) consider the results of the condition survey of Kirkgate Market, the capital investment required in the short, medium and long term and the options available to the Council concerning the future of the market.
- c) contribute to the development of strategy and action plan for Kirkgate Market.
- d) contribute to the development of a strong marketing strategy for Kirkgate Market.
- e) consider the outcome of the independent rent review.
- f) what resources and other support would be required to implement any improvements identified.

3.0 Comments of the relevant Director and Executive Board Member

3.1 The Director of City Development and the relevant Executive Board Member have been requested to comment on these terms of reference.

4.0 Timetable for the Inquiry

4.1 The inquiry will take place over three sessions with a view to issuing a final report on 8th February 2011.

4.2 The Board met informally on 25th August 2010 and undertook a site visit and had a briefing session from the Head of City Centre and Markets.

5.0 Submission of Evidence

5.1 The following formal evidence gathering sessions have been scheduled:

Session One - 7th December 2010

The purpose of this session is to consider

- the current issues facing Leeds markets including the Eastgate development
- the financial position of the market
- the development of a strong marketing strategy for the market

Scrutiny Board Inquiry into Gypsy and Traveller Site Provision within Leeds **Session Two - 11th January 2011**

The purpose of this session is to consider

- the proposed draft market strategy
- outcome of the independent rent review
- results of the condition survey of Kirkgate Market
- any information requested from the last session

Session Three – 8th February 2011

The purpose of this session is to consider

- any information requested from the last session
- the Board's draft inquiry report and recommendations

6.0 Witnesses

6.1 The following witnesses have been identified as possible contributors to the Inquiry:

- Director of City Development
- Head of City Centre and Markets
- Markets Manager
- Representatives from NMTF locally and nationally
- Relevant Executive Board Member
- Chief Regeneration Officer
- Chief Economic Development Officer
- Chamber of Commerce /Trade
- Shoppers
- Friends of Kirkgate Market

7.0 Monitoring Arrangements

7.1 Following the completion of the scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.

7.2 The final inquiry report will include information on the detailed arrangements for monitoring the implementation of the Board's recommendations.

8.0 Measures of success

8.1 It is important to consider how the Board will deem whether its inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.

8.2 The Board will look to publish practical recommendations.

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Leeds Markets Marketing and Promotion

Background

The marketing and promotion of the markets has never been so important as the markets face an ageing customer base, falling footfall, increasing competition from supermarkets and food halls, budget stores and the internet, and consumers who increasingly feel they are 'time starved'. Marketing and promotion isn't just about advertising; firstly its about understanding who you customers are and how to best keep them and who your potential customers are and how to attract them. Keeping and attracting customers might involve arranging events or competitions, offering special deals, giving away bags or postcards as well as reminding them how good your 'offer' is for them. Results will not always be instantaneous - it can take a minimum of 6 months to change people's shopping habits.

Marketing and promotion at the markets has had a chequered history, however since the beginning of 2010 there has been a renewed effort to find out more about the customer base and potential customers, put on events and competitions, and reach new and existing customers in a variety of ways.

Objectives

Increase footfall, increase spend by maintaining loyal customer base but attracting new customers (students, city dwellers, higher income groups), increase awareness of the markets and what they have to offer to meet shoppers' needs.

Our key messages

Fresh, quality, value, healthy, local, sustainable, vibrant, atmospheric, variety, independent, traditional and the architectural jewel of Kirkgate.

Issues/Challenges

Ease of access (to market and internally), lack of awareness of offer, unfamiliarity, convenience (opening hours, speed of shop trip, knowledge of availability of produce), limited marketing resource (both financial and staffing).

2010/11 Activity

- Despite the limited budget and staff resource available considerable progress has been made in the last 12 months.
- Total budget is approximately £45k – includes marketing and promotion for whole markets service (ie Kirkgate indoor and outdoor, Otley, Pudsey, and Yeadon, specialist markets and street trading) as well as non promotional spend such as Christmas decorations. As a comparison Bury market alone has a marketing budget of £84k. Bradford has a budget of £100,000 with 1.5 dedicated staff, a volunteer trader marketing panel & retains surplus over all budget lines for its 6 markets.
- Consumer research has been restricted to national publications on markets and a study by postgraduate students from Leeds Met University which primarily focussed on existing Kirkgate Market consumers.
- All our promotional activity is outlined below, highlights include the creation of an official internet site www.leedsmarkets.co.uk and 'Experience Leeds Markets' branding; gradually all traders are being profiled free of charge on the website. The spend on web/branding work has of course limited spend on

advertising and general marketing, for example, to coach parties and students.

- Some additional staff resource from City Centre Management has enabled the project management of the web and branding work & greater participation in events.
- However much of our activity is still very reactive responding to pressure from various sources but we are increasingly resisting this in order to pursue a more proactive, strategic and cost effective approach. So for example for a relatively small budget we can run a competition for students with two main aims: to raise awareness of the market and capture data, mainly email addresses, so that we can contact them in the future. This is much more cost effective than putting an advert in a student magazine, although of course we would like to do both.

Table 1 Activity to date

Item	Content	Purpose	Audience
Advertising	Newspapers etc	General advertising	Consumer
Radio	Sunrise Radio & Radio Aire	General marketing	Leeds residents & West Yorkshire Asian community
www.leedsmarkets.co.uk	Consumer website covering KM + district/specialist markets. Recipes/news/product & trader listings	Covers whole of Markets Service	Principally consumer facing (also has key facts for traders)
Experience Leeds Markets	Rebranding for Leeds Markets. New brand produced together with brand guidelines	A new identity to consolidate all markets services & provide a platform for promotion & marketing	Consumer & business.
Experience Leeds Photography	9 'Hero' shots of traders (for website). & campaign and general shots.	To support branding & website projects plus planned advertising campaign & general marketing	Consumer
250,000 Postcards	Using 'Hero' photography- advertising Leeds Markets (+ website) postcard on rear. Distributed via all stallholders, Visit Leeds, all LCC reception areas and at all events.	To advertise Leeds Markets and new website to existing and potential customers.	Consumers
Newsletter printing	Bi-monthly	An information sheet for traders	Traders
History boards	20 Information boards on 10 empty units	General marketing & improvement of empty units	Customers
Miscellaneous	Car Parking Promotion Lunch vouchers for coach drivers	To increase footfall & raise awareness to a new audience	Various consumers
Event Based Activity			
Masti	1 day free, family friendly, annual Asian-themed cultural event. Live entertainment & range of	To increase footfall & raise awareness to a new audience	West Yorkshire Asian community & general west Yorkshire

Item	Content	Purpose	Audience
	foods, crafts and fashion from India, Pakistan & Middle East.		consumers
Leeds Loves Food	Love Food Hate Waste. Demo kitchen. Linked to Leeds 10k and farmers market.	To increase footfall & raise awareness to a new audience	Consumers. Customers of Farmers Mkt & over 10,000 runners in Leeds 10k
Leeds Loves Food	Joint promotion on Briggate with Leeds City College. Market stall – produce from traders- and shopping bags containing recipes to drive footfall to KM. Traders dressed stalls with bunting & wore LLF aprons.	To increase footfall & raise awareness to city centre users	City centre consumers
Leeds Shopping Week	Bazaar Qtr Launch	To celebrate a new enterprise	Stakeholders
Leeds Shopping Week	Launch of Healthy Food Tours	raise awareness to a new audience	Consumers
Festive Leeds	Radio. 4 themed weeks of radio ads/street team/web activity – city centre wide but specific mentions for KM	Raise awareness to a city audience	Consumers

Future Activity Opportunities

To date activity has been largely based on Kirkgate Market although some promotional activity has taken place in Pudsey, paid for by the Markets Service and largely executed by the Town Centre Manager. We are working with Ward Members in Yeadon and Otley to see how we can better promote those markets.

A postgraduate at Leeds University is now undertaking research into students as potential customers and this will inform our future strategy.

There are some guiding principles for our future activity

- Activity should be planned (at least 12 months in advance), be more proactive & be sustained.
- Activity should be regular and repeat key messages
- Activity should be inclusive of traders
- Activity must tie into & exploit city wide/regional activity with partners such as Marketing Leeds, Leeds City College etc

Delivery is largely dependent upon staff resource – the more staff resource available, the greater flexibility we have to take advantage of low cost event & promotional opportunities, obviously a larger budget would also help, however next year 2011/12) we have agreed with tenant representatives not to install Christmas lights as it was

generally felt that we would need to spend far more to make a real impact in such a large area and instead we will use more festive bunting and balloons.

Objectives

1. To deliver key messages
2. To increase footfall
3. To attract new local customers (students, families, individuals with high incomes, city centre workers & residents, city centre businesses) & increased spend
4. To engage existing traders
5. To attract new traders.

Potential Activity

Item	Content	Purpose	Audience	Budget estimate
Events				
Event Calendar Mix of music, food demo's, competitions etc	To deliver at least 1 event each month	To increase footfall & raise awareness to a new audience	Consumer	Approx 1000 per event x 12
Festivals	Leeds Loves Food Opportunity for demos, promotion, local chef produce endorsements,	To increase footfall & raise awareness to a new audience	Students Existing Customers Foodies Cc dwellers etc	Min 1000+ Fashion Show min £2,000
Festivals	Leeds Loves Shopping Fashion based opportunities, eg fashion show, models in KM etc	To increase footfall & raise awareness to a new audience	Consumer	Min 1000+
Festivals	Festive Leeds	To increase footfall & raise awareness to a new audience	Consumer	Min 1000+
Advertising				
TV Advertising	General Ad	To drive footfall & awaken interest in a new audience	All consumer	£10,000-100,000 for a 30 sec ad dependent upon time of year, time of day, channel, target audience.
Radio Advertising	Seasonal campaigns x 4 min per annum	General advertising	All consumer	£5-10,000 per campaign x 4
Misc Print & web	Seasonal	General	Consumer	£1000
Misc Print & web	Trade	Attracting new traders	Trade	£1000
& campaign	General	General	All consumer but	Up to £25k

Inquiry into Leeds Markets Appendix 1

	advertising campaign based on photography & branding work completed in 09/10. Bus sides, outdoor ads etc		particularly existing users of city centre	
Marketing & Promotion				
Glossy Consumer Magazine (such as The Light & VQ) profiling traders & offers	Min 2 annually	General advertising	New consumers	£10k
Group Travel Market Facility for coach drivers +	Promotion to group travel market & provision of coach drivers lay over facility – currently no cc facility	General advertising but initially seasonal.	Groups- generally tend to be older consumers- ie the silver pound.	Refurbishment of PCSO area – capital spend of £5k. Communication with Group Travel organisers & attendance at group travel fairs £5k annually
Web development	Continues to be main push for marketing and promotion to new customers		Consumers and also city centre organisations/interested parties via twitter & facebook	
Website	Traders area (password protected).	Improve communication between traders & traders/markets management	Traders	£10k
Annual Photography	Refresh photography	ensure marketing & promotion stays fresh & topical.	All	£1500
Development of Educational Resource			Future consumers. Diverse groups & those in cc rim. Families, esp parents with spending power	Initial capital cost potentially accommodate a learning resource on the market floor £5k
Promotion to City Centre Businesses	Promote product range and daily delivery service	To increase sales on a collective basis & increase market share against supermarkets	Local businesses	
Promotion to city centre workers/residents	Daily/Weekly delivery/collection service Meal in a bag for 2 for £5 (eg chicken curry or 5 min stir fry with		Local residents	

Inquiry into Leeds Markets Appendix 1

	recipe card etc) Box scheme			
Miscellaneous joint promotion opportunities eg Aladdin, Leeds Loves Food, NHS Healthy Tours				£5k
Club to attract & retain customers (eg St Johns Bee club – could be a foodies club)	Regular e-shots directing to competitions, offers, promotions, seasonal produce etc all via website	Increased footfall & the development of a loyal customer base	Dependent upon club	£5k