Appendix 2
Towards a Strategy for Kirkgate Market: Consultation
Time to have your say...

The Council is committed to ensuring the success of Kirkgate Market
Between now and 4\textsuperscript{th} February 2011 you can have your say on some of the key issues facing the future of Kirkgate Market

Where we are now:
Kirkgate Market provides:

- Over 400 businesses offering a range of affordable goods and services to a wide range of customers
- Employment for an estimated 2,000 people,
- Opportunities for new entrepreneurs to enter business
- A tourist destination
- Opportunities for adults and children to learn about healthy eating

However, Kirkgate Market now needs extensive maintenance work. The 1976/81 structures were erected as temporary buildings following the market fire in 1975. Buildings of this construction are only expected to last fifteen to twenty years so at 34 years and 29 years of age they are well past their best and urgent works are required.

Plan of Kirkgate Market

The number of empty stalls is fairly steady with approximately 15\% of all stalls empty.

Retail is one of the fastest changing sectors in the UK. More people are shopping on the internet and on Sundays. Pricing policies of large chains is making it very difficult for independent retailers to compete on price therefore independent retailers increasingly need to offer superior customer service, quality of goods and an enhanced overall consumer experience. Some markets – particularly specialist markets like Farmers Markets, Christmas Markets, specialist vintage and food markets are thriving while many traditional markets are declining.
Where we want to be

- We want Kirkgate market to be best market in the UK;
- where customer care matches that of the best indoor shopping centres;
- with opening hours that meet the needs of customers; and
- with customers drawn from all parts of the city and all walks of life.

We want everyone to feel that the market is the undisputed jewel in the city centre’s crown – and that no trip to the city centre would be complete without a visit to the market.

Proposed Plan of Market from 2008 consultation

In 2008 the Council consulted widely on redesigning Kirkgate Market as shown in this plan. Both the general public and traders were supportive of the changes. These would include replacing the 1976 and 1981 sheds, creating high level walkways, opening up the balconies in the 1904 Hall and bringing the outdoor market into a covered area. Some land would need to be developed to help pay for the £20m+ re-investment that would be required.
What we’ve been doing

Since the mid 1990s the Council has spent around £13m on both improvements to, and the general maintenance of, the market buildings.

In the last 12 months the Council has done a number of things to support traders and encourage more customers into the market. These include:

- developing a new website for traders and customers at www.leedsmarkets.co.uk which profiles traders free of charge.
- helping traders to participate in the Leeds Loves Food festival in July, and in the October Leeds Loves Shopping week, and Festive Leeds.
- bringing Jamie Oliver’s Ministry of Food venture into the indoor market.
- bringing The Bazaar, a new weekly Asian market with over 130 stalls every Wednesday at the outdoor market.
- producing a regular newsletter to keep traders up to date with the latest news, developments and initiatives and holding regular meetings with trader representatives.
- assisting new start up businesses to try out trading on the market.
- providing a temporary Business Support Scheme giving advice and financial assistance for those businesses which have suffering from the economic downturn and need assistance to continue to trade.
- offering existing traders an additional stall at a 90% rent reduction.

What do we need to do now?

Key questions need to be asked about the best strategy for the Market, for its tenants and for the wider ratepayers of Leeds. It is important that tenants, elected members, customers and the general public are consulted on the future strategy of Kirkgate Market. Key issues which need to be explored include:

- whether the Council is best placed to manage a business in one of the most dynamic economic sectors – retail.
- should the profit from the market be ring fenced to be reinvested in the buildings and in supporting small entrepreneurs to make a profit or be used to support wider Council services to the most vulnerable members of society?
- what is the right size for the market?

Please make your views known by completing the attached questionnaire.
Kirkgate Market Questionnaire
You can fill out this form in writing or online at [http://www.leedsmarkets.co.uk](http://www.leedsmarkets.co.uk). Written forms can be handed in at the Markets Information centre (entrances on George Street and Row J) or posted in the FREEPOST envelope or posted to Kirkgate Markets, 34 George Street, Leeds LS2 7HY.

How much do you agree or disagree with the following statements? Please tick one box only for each statement:

1 = Strongly Agree  
2 = Tend to Agree  
3 = Don’t Know/No opinion  
4 = Tend to Disagree  
5 = Strongly Disagree

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<tbody>
<tr>
<td>Q1</td>
<td>The market has an important role in supporting start up businesses and independent entrepreneurs.</td>
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<td>Q2</td>
<td>To thrive Kirkgate Market must attract more customers or customers who will spend more money.</td>
<td>2</td>
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<td>Q3</td>
<td>Over £12m has been invested in the market since the 1990s; this was a good use of the Council’s and ratepayers’ money.</td>
<td>3</td>
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<td>Q4</td>
<td>Investment alone will not turn the market round.</td>
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<td>Q5</td>
<td>The retail industry is a highly competitive and constantly changing sector.</td>
<td>3</td>
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<td>Q6</td>
<td>Successful retailers and markets need to be fast moving, flexible, dynamic and responsive to competition.</td>
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<td>Q7</td>
<td>To remain competitive the Market needs to promote itself much more widely.</td>
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<td>Q8</td>
<td>Kirkgate market needs to respond positively to the changes the adjacent Eastgate development will bring.</td>
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<td>Q9</td>
<td>A public – private partnership would be better placed to manage a dynamic business like Kirkgate Market.</td>
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<td>Q10</td>
<td>The Council is best placed to manage a dynamic retail business and destination like the Market.</td>
<td>3</td>
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<td>Q11</td>
<td>To be sustainable Kirkgate market needs to have a greater demand for stalls than a supply so there are no empty stalls.</td>
<td>5</td>
<td></td>
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<td>Q12</td>
<td>Kirkgate Market is too large.</td>
<td>2</td>
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<td>Q13</td>
<td>Kirkgate Market needs to specialise more.</td>
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<td>Q14</td>
<td>Customer service needs to improve with money back guarantees, payment by credit or debit card.</td>
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<td>Q15</td>
<td>The Market needs to be cooler in summer and warmer in winter.</td>
<td>3</td>
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<td>Q16</td>
<td>The Council should use the profit from the Market to help support priority Council services.</td>
<td>5</td>
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<td>Q17</td>
<td>The Council should reinvest all the profit from the market to help the market to thrive.</td>
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<td>Q18</td>
<td>Kirkgate Market needs to be open when customers want to shop.</td>
<td>2</td>
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<td>Q19</td>
<td>Stalls need to trade until at least 5.30pm Monday to Saturday</td>
<td>3</td>
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<td>Q20</td>
<td>Kirkgate Market needs to be open on Sundays</td>
<td>4</td>
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Q21 Please add below any further comments you have on how Kirkgate Market could be improved or what would make you shop here more.

About you

Q23 I am a tenant ☐ I work at the market ☐

I am a customer:

☐ - I shop there once a week ☐ once a month ☐ less than once a month ☐

I am not a customer ☐

To help ensure we are reaching people who are representative of our customers and of Leeds citizens it would be very useful if you could provide us with a bit more information about yourself but this is voluntary and you can leave this section blank if you wish.

Q24 Are you Male or Female (please circle) Male Female

Q25 What age group are you in: Under 18 18-24 25- 35 35-45 45-55 55-65 65+

Q26 Please write the first part of your postcode in the box eg LS18

Q27 Which of these activities best describes you at present: (please circle) Education/employed/retired/unemployed/looking after the home or family

Q28 Do you consider yourself to be disabled? (please circle) Yes No

Thank you for taking the time to complete this survey.

Please return it in the FREEPOST envelope provided by Friday 4th February 2011. There is no need to use a stamp.

If you have any queries using this survey please call ....... on .......