

Report of the Assistant Director Governance & ICT

## **Shambles Market Refurbishment**

### **Summary**

- 1 This report provides Members with a progress update on the Shambles Market refurbishment.

### **Background**

- 2 The Newgate Market Scrutiny Review took place between December 2009 and December 2010, with the aim of investigating possible ways of improving the existing market and its surroundings. Since then, a number of the Committee's recommendations have been implemented and the committee received updates in November 2012 and again in November 2013.
- 3 Committee asked for a further update to be brought to this meeting on progress with the major refurbishment scheme agreed by Cabinet in November 2012.

### **The Refurbishment Scheme**

- 4 Cabinet approved a £1.5m capital investment together with £114k of revenue funding to cover the lost income during refurbishment. The funding is drawn from the Economic Infrastructure Fund. 50% of the capital is to be repaid through the new business plan.
- 5 The purpose of the planned £1.5m investment is to reinvigorate the markets as a platform for enterprise and opportunity, creating a destination market with a clear brand and the potential to increase footfall and spend. The scheme will deliver a step change in the city's profile as a visitor and retail destination contributing to a wider drive to enhance the overall attractiveness and competitiveness of the city centre.

- 6 Following an extensive consultation, architects Bauman Lyons led on the design of a scheme aiming to uplift the appearance of the existing market place, make more imaginative uses of the space, increase the visibility of the market gateways, improve the flow of footfall throughout the whole site, diversify the trader offer, and bring stronger activity to previously weak places. The ultimate goal is for shoppers to visit more frequently, stay longer and spend more.
- 7 The scheme commenced immediately after the Tour de France with traders moving into Parliament Street. It did not prove possible to complete all the works by the start of St Nicholas Fair and traders opted for works to be suspended during the Christmas period and to be completed after Christmas in a second phase of works when the traders once again returned to Parliament Street. Phase 2 is due to complete in the middle of March.
- 8 The scheme has delivered the following elements:
- 9 **Layout:** the main areas of the market have been realigned with improved drainage, lighting and roofline. This will bring a lighter feel to the market, inviting customers to venture into the centre. To keep paving costs within budget we have concentrated on replacing the old, cracked or worn paving (about 40%) rather than replacing it all. There will be all new paving along a new route through the market running parallel to the Shambles.
- 10 **Stalls:** All the stalls in the market have been refurbished, repainted and updated with electricity supplied for tills, scales etc. The range of stall sizes has been improved with an 8 foot stall being added to the mix of sizes available for hire. The range available will help smaller new businesses to trade on the market. Some stalls have been repositioned to ensure that traders have the maximum frontage available. Stalls have been removed at the end behind Marks and Spencer's to allow for seven new kiosks and a new shared seating area to be established. A food court will be established in this area to increase dwell time within the market and provide an attractive vista for the refurbished entrances to the market from the Shambles.
- 11 **Kiosks:** As well as refurbishing the existing food sales kiosks with new counter levels and shutter systems we have also established 7 new kiosks. These will house four hot food suppliers, relocating two of them from Silver Street to allow us to get rid of the hot food vans there, and two new market businesses. These hot food kiosks will have the use of the shared seating area providing a space to sit and eat outdoors in this section of the city centre.

The further three kiosks are let to existing market traders looking to establish a seven day a week service with storage facilities. The innovative frontage of the kiosks and the lighting in this area has been chosen to brighten up what was previously a very dull and neglected area of the market.

- 12 **Signage and Branding:** Initial consultation about the market refurbishment noted the lack of good signage and poor awareness of the market's location. Footfall from the Shambles and Parliament Street was particularly poor, therefore signage and branding has been an important element of the project. The Snickleways from the Shambles have all been brightened with new lighting and a branding consultant has worked on the new logo and is working on new signage designs for every entrance to the market. Following extensive research, consultation with the traders and with the local businesses, the market has been rebranded as the Shambles Market. This will increase the visibility of the market and locate it, in the mind of the visitor, next to our most iconic street.
- 13 **Other elements:** Other improvements have included bringing wi-fi into the market so that the traders can use it to provide cashless payment alternatives, high speed broadband into the Kiosks, replacement of events and activities storage facilities lost when Parliament Street toilets were demolished, additional storage for street cleansing, bins hidden from view and new anchor points for temporary stalls in the cobbles area which will give us greater flexibility in the market events we can hold.

### **Marketing**

- 14 Make it York, working with the Market Traders Association, will be producing an annual marketing and promotional plan for the Shambles Market. The new campaign will be used to increase footfall, communicate the location clearly, develop the Shamble market links to a range of activities across the city and promote the experience of shopping in the market. Alongside this they will be running training sessions with the individual traders to improve their presentation and customer service, and to develop the use of social media for marketing purposes.

### **Traders**

- 15 The refurbishment of the market will represent a great step forward for shoppers and traders through improvements in access, lighting, stall layout and shared seating areas to improve dwell time.

We will now seek to capitalise on these improvements by encouraging regular traders to invest in the market through introduction of longer licences and by ensuring that we have sensible and agreed rules to govern the day to day running of the market.

- 16 We are working with the Market Traders Association to ensure that the Shambles Market will look and feel welcoming, easy to navigate and enticing. This means a good range of traders, displaying their goods effectively, with attractive stalls especially at the entrances. Routes through the market must be clear and well lit with shoppers able to see through the market to goods that draw them in. Empty stalls should be covered or occupied. The market needs to signify it is open and ready for business with traders and market officers providing a courteous and helpful service at all times. Traders and officers should be able to provide information on what is going on elsewhere in the city and we should use the daily interaction with the public to promote a positive attitude to the Market and to York
- 17 Within the market there should be a wide range of goods. There will be a case for specialisms on certain days but the market needs consistently to provide a basic range of goods every day. Where market traders only stand on specific days of the week we need to have relevant information readily available for the public. The range of goods within the market needs to reflect the best of local produce, good value essentials, as well as the unusual and surprising. We will aim for the Shambles Market to sign up to the national 'Real Deal' Charter.
- 18 Whilst, over the period of the refurbishment, we have lost traders due to natural wastage and turnover, work to involve casual traders in the refurbishment process has resulted in an increase in traders wishing to commit to a regular trading licence. As the traders move back into the Shambles Market we will be issuing new licences to over fourteen traders who have previously been casual. There are still areas of the market offer that could be improved and part of the marketing plan will be a positive campaign to recruit traders in the sections of the market where there are gaps e.g. men's clothing, ceramics and linens.

### **Markets Policy**

- 19 The Shambles Market is the market place for the city and it is imperative to its future success that when people come to York they look forward to visiting it. This has implications for other areas in the city centre and means that we no longer permit or set up competing markets in other city centre spaces, such as Parliament Street, that have a detrimental effect on trade in the regular market.

Instead, we will accommodate specialist stalls for short periods either within a designated area of the Shambles market or within the cobbled area and Silver Street. This will allow us to hold themed markets, e.g. farmers' markets. Make it York will take on and continue to develop markets policy on behalf of the Council under the service level agreement.

### **Council Plan 2011 – 2015**

- 20 The Council Plan 2011 – 2015 has a priority 'to create jobs and grow the economy'. Reinvigorating the market will generate greater footfall and turnover in the markets, thus creating further opportunities for market traders and creating jobs.

### **Recommendations**

- 21 Members are asked to note the contents of the report.

**Annex:** Annex A - Plan of the new market

### **Contact Details**

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<b>Specialist Implications Officer:</b>		
<b>Wards Affected:</b>	<b>All</b>	✓

**For further information please contact the author of the report**