

i. Sustaining and Growing Income <i>Income is a fundamental indicator of the health of our markets with levels of income reflecting the numbers of market traders operating on our markets.</i>		
Opportunity	Action	Implementation Date
Attract existing market traders from the wider region to trade on Northumberland Markets	Develop a program of promotional visits to markets near to Northumberland and engage with local traders to encourage them to try out Northumberland Markets	Develop program by August 2018 Visits Ongoing
Encourage new trader startups	Run an advertising campaign highlighting how trading on markets is a low cost entry point to working for yourself	April 2019
Encourage new trader startups	Develop and offer a package for startups including rent concession scheme, assistance with business planning; financial management; product development; presentation and marketing	April 2019
Improve retention of traders through more involvement	Hold 6 monthly trader workshops at each market to provide a forum in which traders can contribute to decisions on market operations	October 2018
Increase income derived on non market days	Utilise umbrella street trading licence for our market places to increase street trading on non market days	Ongoing
Increase income derived on non market days	Hold a 3 month trial in one town to allow between 1 & 3 regular traders to trade on market places outwith the normal market days	June 2019

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Introduce new markets	Develop an options paper to identify potential locations for new regular markets and potential specialty markets or market centric events.	November 2018
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ii. Promoting Markets more Effectively *Promoting our markets to residents and visitors is a key driver of footfall through our markets which translates into increased economic activity in other local businesses.*

Opportunity	Action	Implementation Date
Encourage individual traders to promote themselves and their markets	Develop a Social Media Training package for traders	February 2019
Use NCC social media and web pages more effectively to promote individual traders and markets	Develop a regular way of promoting individual traders and markets to the local population on social media, using quotes from traders and photographs of them and their products	Ongoing
Target spend against advertising budgets to compliment free promotions and to meet traders requirements	Develop a system for traders so that they can make proposals on how to spend advertising and marketing budgets and a mechanism for traders to vote on proposals. Include advertising as an agenda item for 6 monthly trader workshops	October 2018
Create events for markets to connect with their town's population of young people, by providing a platform for them to be entrepreneurial, trial new business ideas and sell creative products. (Also encouraging new	In partnership with Leading Link support and promote a minimum of 4 Teenage Markets per annum to provide enterprise activities that help bridge the gap between young people and the world of work	Ongoing

trader startups)		
Use one off events to promote regular markets	Develop an event program that delivers added attractions on some market days around which enhanced promotion can be delivered	March 2019
To engage others in promotional activity	Work with Town Councils and other local partners using their communications channels to widely publicise and promote markets to residents, day visitors and tourists throughout the year	Ongoing
Link in with other local, regional and national initiatives and campaigns that can help improve market trading activity and footfall	Encourage market traders to use the 'Produced in Northumberland' brand where applicable. Ensure Northumberland's markets are widely promoted through national initiatives such as 'Love Your Market' week.	Ongoing

iii. Policy Developments *It is important to clearly set out a framework of policies that ensure a core set of principles are in place to engender a consistent approach to how Northumberland's markets operate and to ensure legal compliance.*

Opportunity	Action	Implementation Date
Improve and formalise the Council's approach to controlling the balance, quality and regularity of markets within Northumberland	Develop and introduce a Balance of Trade Policy to cover all markets administered by Northumberland County Council	October 2018
Ensure Operating Rules are relevant and help support the aims of this strategy	Formally review the ' <i>Operating Rules for Markets 2016</i> ' and replace with an updated version	September 2018

iv. Improving the Management of Markets *Improving the engagement of local stakeholders in the management of their local market and continuing to improve performance management arrangements are key to the effective management of markets.*

Opportunity	Action	Implementation Date
To capitalise on the interest shown during workshops held to engage local stakeholders in the review of this strategy	Seek to establish new market partnerships to harness the skills, knowledge, experience and resources of key local stakeholders to help ensure the long term success of their local market	Ongoing
To utilise customer feedback to inform improvement plans	Develop a customer satisfaction questionnaire and undertake satisfaction surveys in all market towns.	Develop questionnaire September 2018 and surveys ongoing
Improve the visual appearance of markets	Identify funding opportunities for new stalls, canopies and/or sheets and covers	Ongoing
Improve performance management arrangements	Review current performance framework to reflect best practice and support the delivery of the new strategy.	October 2018
Improve benchmarking data	Evaluate different benchmarking tools (e.g. APSE, NABMA) and identify a way to benchmark the performance of Northumberland's Markets.	February 2019
To improve trader compliance	Introduce a recording system for checks that are undertaken to ensure compliance with market rules, H&S guidance, trading standards, food hygiene etc.	August 2018



Review and mitigate potential risks to the public associated with erecting and dismantling market stalls	Review setting up and end of day arrangements for all markets and update guidance and instructions for traders	April 2019
Make it easier for traders to book and pay for market stalls	Introduce an electronic booking and payment system for traders to supplement the current manual booking and cash collection arrangements	April 2019