

Update on Markets Strategy Action Plan: April 2019

i. Sustaining and Growing Income *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.*

Opportunity	Action	Implementation Date	April 2019: Progress against Action Update
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	Program is in place and in 2018 visits have taken place to non NCC markets in Northumberland and Consett, Darlington, Durham, Newcastle Quayside, Newcastle Grainger market, South Shields, Stanley, Stockton and Tynemouth. Program for 2019 also in place
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	A budget has been identified and work has begun with communications colleagues, campaign anticipated to launch in June rather than April
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	Rent concession scheme has been developed, under the scheme, new traders are being offered up to ten weeks rent free on their market stall, followed by ten weeks rent at half price. Business planning, financial management, product development and presentation advice will be delivered at a low level by market manager with any further requests for training being considered on an individual basis. A marketing training package has been developed with a retail partner.
Improve retention of traders	Hold 6 monthly trader workshops at each market to provide a forum in which traders can contribute to	October 2018	Workshop timetable has been in place since October though the first meetings were poorly

Update on Markets Strategy Action Plan: April 2019

through more involvement	decisions on market operations		attended. To supplement the meetings more trader involvement has been facilitated by the Market Manager spending more time on market days talking to traders about the operation of the market, recording their comments and these are discussed by Area Managers and the Head of Service..
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	This increased from £4k in 2017/18 to £12k in 2018/19
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	Initial discussions currently taking place with local stakeholders in one town.
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	Options paper identified that starting a new market could be even more challenging than the current difficulty of attracting traders to existing markets. One proposal in the South East would potentially damage existing markets in this area and one proposal for a seasonal market in the North of the county would require reducing parking spaces available in the main car park during the peak tourist season, so these proposals will not be taken forward. Discussions are taking place regarding a potential new fortnightly Saturday Market in Hexham.

Update on Markets Strategy Action Plan: April 2019

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	April 2019: Progress against Action Update
Encourage individual traders to promote themselves and their markets	Develop a Social Media Training package for traders	February 2019	The training package was developed with an existing retail partner and the first session has been delivered to 5 traders in Morpeth, all of which gave positive feedback and have signed up to at least one social media site and is now using that to promote their business
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	This has been incorporated into the County Council's Communication teams work and is something they did regularly during 2018, including paying to promote posts on Facebook. This will continue in 2019.
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	A system was put in place prior to October and as 6 monthly trader workshops have been poorly attended, when the Market Manager has spent more time on market days talking to traders about the operation of the market this has included briefing traders on this. It has been used by traders in Blyth to propose the purchase of promotional carrier bags and update the Blyth Market website, both proposals were accepted by other traders.

Update on Markets Strategy Action Plan: April 2019

<p>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 trader startups)</p>	<p>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</p>	<p>Ongoing</p>	<p>Leading link have supported events over the last 2 years but do not currently have the capacity to support in 2019 so we are seeking alternative partners. Also the National Market Traders Federation are seeking to expand their Youth markets into the North East and the Market Manager has met with them and other local authorities in the region twice to discuss but have struggled to identify enough young traders to host a special Youth Market in Northumberland.</p>
<p>Use one off events to promote regular markets</p>	<p>Develop an event program that delivers added attractions on some market days around which enhanced promotion can be delivered</p>	<p>March 2019</p>	<p>Engaging providers of events at low or no cost has proven challenging and given the budget position paying for an events program is unaffordable. Dialogue is progressing with an events company exploring the possibility of having a number of Continental Markets in Northumberland during 2019, a small number of record fairs are planned and we are working with partners to support their events (e.g. Christmas Market in Blyth)</p>
<p>To engage others in promotional activity</p>	<p>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</p>	<p>Ongoing</p>	<p>Morpeth Town Council are contributing financially to the promotion of Morpeth Market and Blyth Town Council did so extensively over the last two years. Officers are currently in dialogue with the Town Council and other partners in Berwick and with the Town Council in Hexham.</p>
<p>Link in with other local, regional and national initiatives and campaigns</p>	<p>Encourage market traders to use the 'Produced in Northumberland' brand where applicable.</p>	<p>Ongoing</p>	<p>Delivered an excellent one off PIN market in Hexham that was visited by HRH The Prince of Wales. Officers have encouraged stallholders,</p>

Update on Markets Strategy Action Plan: April 2019

that can help improve market trading activity and footfall	Ensure Northumberland's markets are widely promoted through national initiatives such as 'Love Your Market' week.		particularly on Farmers Markets to sign up where applicable. We have registered for this years 'Love Your Local Market' event (17th - 31st May) and are working with the Communications team to promote this. In Feb 2019 we also had a positive article on Ashington Market featured in the National Market Traders Federation magazine.
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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	April 2019: Progress against Action Update
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	A report has been written in January 2019 outlining the options and recommendations for the policy content but this has not been progressed further. This has been partly due to capacity issues but also because the only time we would need a policy is if a trader challenged a decision (relating to balance of trade) not to let them trade on a market and this has not happened.
Ensure Operating Rules are relevant and help support the aims of this strategy	Formally review the 'Operating Rules for Markets 2016' and replace with an updated version	September 2018	Operating rules were reviewed in September 2018 and have been reissued to traders, regular compliance checks against these rules are undertaken by staff.

Update on Markets Strategy Action Plan: April 2019

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	April 2019: Progress against Action Update
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	Officers are currently in dialogue with the Town Council and other partners in Berwick and with the Town Council in Hexham, both with a view of developing a partnership approach to improving their local market..
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 ongoing surveys	Questionnaire was developed in January 2019 and we have started undertaking surveys in May.
Improve the visual appearance of markets	Identify funding opportunities for new stalls, canopies and/or sheets and covers	Ongoing	We have prepared a proposal for Berwick Community Trust who have indicated that they may be prepared to jointly fund new canopies for stalls in Berwick. We have also prepared a proposal for Hexham Town Council and are meeting to discuss on 24th June 2019
Improve performance management arrangements	Review current performance framework to reflect best practice and support the delivery of the new strategy.	October 2018	Reviewed current framework to ensure that each market is recording information in a consistent manner and have reviewed budget monitoring arrangements so that profitability can be more effectively monitored.
Improve benchmarking data	Evaluate different benchmarking tools (e.g. APSE, NABMA) and identify a way to benchmark the performance of Northumberlands Markets.	February 2019	There are currently no national benchmarking tools available to evaluate but the National Association of British Market Authorities are working with APSE to develop one. This will not be available until later in this

Update on Markets Strategy Action Plan: April 2019

				financial year, NCC has a further meeting with APSE scheduled for June 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		The guidance for checks was reviewed in August and all Neighbourhood Services staff attending markets have been briefed. Development of the recording system has been delayed as development time for our mobile working solution was diverted to an emerging priority. (Checks are still taking place just not being recorded electronically). This is now back on the development plan and electronic recording of checks are scheduled to begin in June 2019.
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		All markets reviewed and guidance reminder issued, a Temporary Traffic Regulation Order was introduced in Ashington to close off Station Road to traffic for a short period of time whilst stalls are taken down and goods are loaded into vans, the scheme has improved the arrangements and reduced tensions between drivers and stall holders and we will continue to monitor this to address any issues that may arise. An application for a permanent order has been made.
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		Electronic booking and payment system has been introduced but take up amongst traders is low, with cash on market days being the preferred method of payment.