

# Saffron Walden Town Council

Markets Service Business Plan  
2018 - 2023

**As adopted at Assets & Services Committee Meeting  
27<sup>th</sup> November 2017 / Minute Reference A & S 345-17 (a)**



SAFFRON WALDEN  
TOWN COUNCIL

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## Introduction

Saffron Walden has a long and proud history as a market town. Its community regards the markets as an important part of its cultural inheritance and considers the viability of the markets as integral to the economic status of the town.

Having read several reports and speaking with representatives running markets it appears that the trends at many markets are similar to those in Saffron Walden. For example, Wrexham now has 35 stalls on their outdoor market each week, whilst in the year 2000 they welcomed 150 regular traders. This represents a decrease in trade of 77% over a five-year period. There are many examples of this decline throughout the UK and demonstrated in the Markets 21 Publication produced in May 2010 by the Retail Markets Alliance.

The twice weekly market operated by Saffron Walden Town Council forms a valued and traditional part of the retail shopping services for the town. Both are intended to provide value and choice, forming a key part of the towns offer to both local people and visitors. They also offer an outlet for traders, helping to create and sustain jobs, and to facilitate new business start-up and incubation. They still remain an essential part of the town.

“Street markets offer some of the best value produce around. Markets are filled with healthy, tasty food, and are also a great place to discover some of the unique regional and specialty foods that you might not have seen before.”

*Jim Fitzpatrick, DEFRA Minister, responding to the CLG Committee Report on Markets.*

“Markets can make a valuable contribution to local choice and diversity in shopping as well as to the vitality of town centres.”

*Communities and Local Government Committee Report “Market Failure? – Can the traditional market survive.”*

To continue to remain viable and relevant our markets need to keep pace with changes within the town, its demographics and the expectations of shoppers. They need to compete with other retailers by offering something different whilst continuing to meet existing customer requirements.

Some of the markets guiding principles are:

- Customers as Individuals
- Social Future
- Equality of Opportunity
- Environmentally Supportive
- Value for Money and Choice

It is in this context that this business plan for Saffron Walden Markets is prepared.

## Content Summary

The Business Plan aims to identify where the markets are currently situated and what their short, medium and long-term goals need to be in order to give them sustainability for the future. It will look at external and internal factors affecting the markets and identify opportunities to improve them. The plan will look at market promotion and improvements whilst working within provided budgets. There shall also be achievable financial targets set and an overall five-year vision.

A vision will be provided for the Service over the five-year period 2018 – 2023. It covers the current portfolio of markets, their current status and issues and potential directions for the future. The plan will help identify what drives our business and encapsulates what we are and where we want to be. It will outline what we need to do to realise our vision and how we will measure our success in achieving those key aims.

Finally, the summary and conclusions give a succinct view of what is needed to make us 'fit for purpose' over the next five years.

## History of Saffron Walden Markets

Markets are part of the history and heritage of the town and the Council has fiercely protected the market tradition of Saffron Walden extending back some 876 years. Close national partners include the National Association of British Market Authorities.

The Town Council currently provides the management, administrative support and support services in respect of all retail market activities within the town.

### Market Powers

A plethora of legislation is in place that underpins the operation of Saffron Walden markets.

*. Saffron Walden Market is established by Market Rights namely:*

- a) by grant from the Crown in the form of Charters and Letters Patent;*
- b) by Local Act of Parliament passed for the express purpose of establishing and regulating a market or fair, which generally incorporates the whole or some part of the Markets and Fairs Clauses Act 1847;*
- c) under powers in Public Acts, i.e. The Food Act 1984 (as amended).*
- d) Parliamentary statutory instrument no 1123 of 1979*

The only area of doubt relates to the ownership of the land on which the markets operate as it has not yet been confirmed that the subsoil is probably in the ownership of the Town Council, however highway rights have been established over the site. It is acknowledged by all parties however in past correspondence that market activities take precedence on the site acknowledging historical use. The Town Council should investigate and record ownership of the site with the Land Registry and that a market takes place on it.

The Council has contractual obligations in respect of its markets with its traders. All regular traders are provided with a license that is considered to be exempt from Landlord and Tenant Act 1958 legislation.

The Council is the owner and operator of the market and holds the market franchise rights for the Saffron Walden Town Council boundary area. The management of the markets is delegated to the Assets and Services Committee of the Council. They have specific terms of reference and an annual delegated budget. The Operations and Markets Manager appointed by the Council has operational responsibility for the markets with the strategic responsibility residing with the Town Clerk.

A decision-making strategy in respect of performance management exists in documentary format. It details responsibility and budgets for management to Assets and Services Committee. The staff of the Council provides the management of the markets on a day to day basis in accordance with their respective job descriptions.

## **Corporate Objectives – Saffron Walden Town Council**

These objectives are taken from the Mission Statement which are a key aspect of Saffron Walden Town Council's corporate governance strategy. The plan includes the vision, aims and objectives of the Town Council which will drive the work over the next twelve months.

They are -

- To be an efficient and effective Council.
- To improve the physical environment.
- To raise the standards of recreational facilities.
- To help represent the needs of the community.
- To encourage good governance.
- To promote the cultural and economic well-being of Saffron Walden.

### **Markets - Aim of Service**

- To retain the historic tradition of Saffron Walden as a market town.
- To generate income for the council to help fund other council services.
- To work in partnership with market traders and other organisations.
- To operate and promote outdoor markets for as long as customer demands exist.

- To provide well run and quality market facilities that are a retail and tourism attraction for the town.
- To maximize, where possible, the use of all market area, property and facilities for revenue gaining purposes.
- To consider diversification of use of market area and property assessing demand and national trends.
- To increase footfall to Saffron Walden and to help encourage tourism into the town.

In summary the service therefore needs to provide local opportunities in respect of tourism, employment, social inclusion, retail and community development.

### **2015/16 & 16/17 - Financial Performance**

	<b><i>Budget 15/16</i></b>	<b><i>Actual 2015/16</i></b>	<b><i>Budget 2016/17</i></b>	<b><i>Actual 2016/17</i></b>
Net income per elector per annum to provide this service.		<b>£4.24</b>		<b>£3.92</b>
Gross income per annum from operating the service.	<b>£66,001</b>	<b>£76,362</b>	<b>£70,000</b>	<b>£70,608 (Town Hall Works)</b>

## Performance Indicators

	<b>2015/16</b>	<b>2016/17</b>
Net (income) expenditure from retail markets.	<b>£41,828</b>	<b>£34,593</b>
Gross income from retail markets as a percentage of operating costs.	<b>55%</b>	<b>50%</b>
To review all charges.	<b>Achieved</b>	<b>Achieved</b>

The Council undertook in May 2015 a thorough re-examination of its financial structure, in particular administrative and manual staff recharges. Arising from the review it was recognised that the staffing costs for some posts were being 100% attributed to the overhead of the Market and this was not a true reflection of the time spent on Market duties.

The Finance Officer reassessed these recharges and completely revised the Budget for 2015/16 with Council approval with expenditure taken out of markets and spread elsewhere. The result, it is hoped, will give a truer picture of the Council's financial structure and outlay. Staff also now complete monthly time sheets so that the actual time spent on the Market can be directly attributable to this activity.

### **Business Vision – Where are we now?**

#### **Outdoor Market**

Saffron Walden markets are over 876 hundred years old and still remain a strong tradition in the town. In fact, their very existence provides Saffron Walden with the label of a market town and without them the town would lose its heritage and one of its key unique selling points. They still remain a consistent attraction for increasing footfall and still have a strong tourist and community potential.

Saffron Walden markets have however suffered dramatically over the years particularly before 2010 which saw a 50% reduction in traders over previous 10 years. This situation was not unique to Saffron Walden as nationally the market business was in decline. The reasons for this are predominantly society changes in lifestyle and retailing. Obviously, the internet and supermarkets have also had an enormous effect on retail.

Saffron Walden market has been particularly hit by the introduction of four large retail stores these being Waitrose and Tesco's in the late 80s and more recently Aldi and QD that sell budget home ware items which were formally the nucleus of the market. The British weather doesn't of course help in an era when the consumer is reluctant to shop in non-perfect conditions.

The challenge was to attract new traders to the market especially young traders. The decrease in traders over the years has gone hand in hand with the decrease in footfall and the increase in fuel prices which has also reduced the number of traders who were once prepared to travel to the market. Saffron Walden market was reliant on a number of long serving traders some of which were approaching retirement age. Despite this, the Council continually endeavored to retain the market tradition in Saffron Walden and strongly believes that there was potential to make both Tuesday and Saturday markets prominent in the town.

The Market was managed by the Town Hall Keeper (THK) and the Market did not appear to have any direction. The THK was made redundant in 2010 and the Council decided to put the running of the Market under the remit of the Operations Manager who also became the Market Manager and whose staff carried out the market associated works so making the whole running of the market under one jurisdiction. The Council set an objective that the Markets Manager was to review current trading licenses and conditions and to carefully select any future applicants in terms of bringing added value to the market and whether they have the ability to run a business successfully. The Council wanted these applicants to be passionate about the market and work hard in improving their businesses and that of the Market. The Council was keen to see an improvement in quality and presentation and to raise the bar in standards throughout the markets. There was also great discussion about the introduction of more food offering which the Market Manager particularly felt would be detrimental to the ethos of the long standing general market feel so it was decided to only offer a limited-on site cooked food element which has served the market well over for the past 7 years in keeping a general feel and an enjoyable customer experience. This also recognizes that there are a number of food outlets and independently owned coffee shops throughout the town, with several in the immediate vicinity of the market. In order to ensure fair equity and financial viability of these independent shops, there has historically been a general Council consensus that food retailers on the Market are therefore limited.

Customer interaction is key and the experience and product knowledge that all the traders have puts them at an advantage over most chain retailers. There still needs to be a dramatic increase in customer footfall and an upturn in new users to the market. Over the years traders and customers have certainly declined and it is the Town Council's aim to try and rebuke this national trend and to make all the markets successful and viable. Public awareness needs to be increase through various promotional activities and most importantly through positive word of mouth.

## **Foreign & Farmers' Market**

The Council decided in 2010 to invite a French market in June 2010 and an Italian market in October to come to the Town and operate on the Common and Common car park respectively.

The Council trialed some farmers markets but these did not prove to be beneficial or attract proper farmers but ended up as a boot sale type event so these were discontinued.

The Italian market was not very successful and did not have sufficient footfall and has been missing for a couple of years now but is looking to come back in 2018 on the Common.

The French market has come each year and is marketed as a Flavors of the World market. The Market Manager sees this Flavors of the world market as having great potential in the town in the future and in October 2017 the world market was trialed on the Market Square (rather than the Common) and it was successful and well received amongst shoppers and tourists alike. Whilst this market is not so significant commercially, it does have a significant economic and social impact throughout the town, creating an event atmosphere, drawing people to the location, and having a knock-on effect upon local retail.

The customer profile using these Markets appears different to those using the traditional markets we have and can be also visitor driven. There has been some recent funding from the Town Team funded by Uttlesford District Council which has been used to create a new brand logo, leaflets, and banners, and now there is a greater emphasis with working with the other local shops via the Town Team to increase the profile of them and the market collectively.

The main objective is for Saffron Walden markets to become once again the hub of the town and for them to become as used as they once were. In order for this to happen the Council and Markets Manager feels there needs to be consistency and higher standards in terms of presentation and user friendliness. The markets also need to work with other local organizations and the community in general to create a sense of ownership by the public.

## **Customer Profile (general)**

To give the markets a more secure future, and to more fully serve Saffron Walden residents, this customer profile needs to be extended to include town centre workers, tourists, all of the areas cultural groups, more economically affluent people, and students/young people. These are people who currently spend their money shopping with other retailers.

At present it would be fair to say the markets are mainly used by the older generation and research endorses this viewpoint. This is possibly because they have the time to shop, especially on a Tuesday, and they come from a generation when markets had a stronger importance, value and community purpose. The younger generation seems to

find it difficult to connect with markets and are far more brand led when retailing. This is one of the challenges in changing people's buying habits.

Customers increasingly have higher expectations regarding the service they receive. In most retail outlets they are assisted by trained staff, receive polite and efficient service, can pay by debit or credit cards, and their complaints are dealt with helpfully and promptly. Shops that do not behave this way quickly obtain a reputation for bad customer service and find trade suffering as a result. It is essential that Saffron Walden markets ensure that its traders offer good levels of customer service, and there are improvements which can be made to achieve this.

The challenge is to attract new generations of customers who have higher expectations, while continuing to serve its traditional customer base.

The Town Council, as the markets operator, will work with the traders to set new and improved standards and to check that customers are being treated well. It is recognized that whilst each trader is an independent retailer, responsible for their own profit and loss and services, collectively market traders offer a whole service to the community and it is this service which the Town Council is responsible for.

## **Business Vision – Where do we want to go?**

### **MISSION STATEMENT**

***Our mission is to support local communities by providing a limited space for local entrepreneurs to develop their business ideas providing trade space in a market then promoting the social, environmental and economic benefits of this to all consumers.***

### **OUR VISION IS TO:**

***Create maintain a sustainable portfolio of markets that offer a vibrant and positive experience for shoppers, which feature ambitious traders and small businesses and both traditional and new alternative products.***

To achieve this, aim our Corporate Objectives as a Town Council are to:

- Have an honest and open approach when working with traders and consumers.
- Actively promoting the social, environmental and economic benefits to all sections of the community, through use of the business plan and regular meetings with traders and focus groups.
- To provide high quality, efficient and cost-effective services.

- To provide a channel for the views and the aspirations of the local community.
- To be responsive to the needs and aspirations of the local community.
- To promote the provision of a range of leisure, social and recreational facilities for Saffron Walden.
- To promote the Council and Town of Saffron Walden at local, county, regional, national and international levels.
- To develop partnership and agency working with public and private sector, in terms of resources and finance, for the direct benefit of the community.
- To endeavor to promote sustainability within service delivery.
- To help to create a socially inclusive and caring community which embraces all its residents, irrespective of age, culture, income, race or religion and which seeks to develop their wellbeing, knowledge, understanding and mutual cooperation.

## Key Aims

To realize this vision there are several essential components that need to be achieved:

### ***Offer a competitive alternative to shoppers***

Markets exist to offer something different to that on offer elsewhere in the High Street, in supermarkets and in 'out of town' outlets. Markets give the shopper chance to buy, for example, fresh local foodstuffs, craft products, specialist products and products aimed at minority customer groups that may not be available elsewhere. This aspect needs to be maintained and developed further, whilst ensuring that the products offered are of good quality and offer the customer value for money. Younger traders will be encouraged in selling goods which cater for the younger generation and providing them with an overall experience commensurate with their expectations. Measurement of success will be by monitoring footfall and letting levels overall and by business unit when compared with previous years.

### ***Create a positive shopping experience***

Customers who visit and shop within the markets need to have a fruitful and enjoyable experience such that they will return time and time again, and tell others! This can be achieved by having a pleasant, accessible environment in which to shop, and by offering high standards of customer service. Modern customers have expectations that the present markets do not fully offer, including the ability to exchange or return goods, to pay by a variety of methods in a secure manner, and to know that the stalls will be open when they say they will. However, Saffron Walden Town Council aims to improve customer confidence investigating into joining organisations such as the Shoppers National Charter promoted by the National Market Traders Federation aimed at increasing customer confidence in market trading, by giving customers confidence that their rights will be upheld no matter where they shop on the Markets. Measurement of success will be by monitoring complaints and customer feedback. The consistent opening times of the traders have been an issue for many years but there are now initiatives in place to try and combat this.

### ***Increase footfall and sustain at that higher level***

Footfall is the lifeblood of any and all retail operations. Overall footfall across the Markets has fallen over the years and needs to be re addressed. This level needs to be increased by attracting new customers or by encouraging past customers to return. Visitors to the town are more likely to have greater spending power so key local tourist attractions shall be canvassed with market promotional material.

Elsewhere new marketing and promotion editorials in local papers have commenced. There has been a recent increase in editorials on the markets and

these are key in reminding the local community of the markets existence. A new Market leaflet was launched in November 2017 and will be distributed amongst the Tourist Information Channels and other forums, including via Market traders themselves.

A Twitter site should be established with partnerships with other local groups established to increase its general awareness. The Market has been given prominence on the Councils website and the council has plans for improvement by the end of 2018.

More street music and entertainment has had a positive effect on the success of the market.

Measurement of success will be by monitoring footfall by business unit when compared with previous years.

#### □ ***Key business processes***

The Council has a wide range of Corporate Policies and Standards that need to be complied with. New procedures will be developed as a need is identified to compliment those already in place. Health and Safety has already seen an improvement but there is still work to be done to make the markets safe in the modern environment. Modernisation is important in order for the market to become a more user-friendly shopping experience as well as a reduction in wastage, an increase in environmental benefits and a provision for trader enhancement. Success of the processes will be measured by bringing budgets in on target, continuing to reduce levels of waste, increase environmental benefits for the markets and to increase communication levels between the traders and the Town Council.

In September 2016, the Council ceased the rubbish removal services from the Market. This meant that traders had to remove and dispose of their own waste arising from the Market trading. 90% of the rubbish removed from the Market was from the fruit and veg stall and removal of this service required them to look at more strategic and environmentally friendly means of waste disposal. In a very positive vein, the Fruit and Veg trader has made provision to now sell the pallets which are reused and recycled resulting in a more positive environmentally friendly outcome.

#### □ ***Attracting ambitious traders***

The existing markets are populated with many traders covering a wide spectrum of society, offering a vast range of goods and services from all ethnic backgrounds. There are gaps in both their offer and their reflection of the demographic profile of a modern town – there are, for example, few young people shopping in the markets, instead preferring outlets such as New Look,

Primark and Next. In order to address this, the Council should attract new traders who will widen the overall appeal of the markets to such groups, rather than adding more traders simply doing the same things as existing traders. The Council and Markets Manager will offer incentives to new traders and reward existing loyal ones for consistent visits. Young traders will be encouraged by working with local schools and universities. This will be measured by monitoring of letting levels both overall and by business unit.

## **Winning Customers**

The strategy for customers is retention and growth. This means maintaining and enhancing the service for existing customers while engaging in the changes that will add new customers.

These medium to long term changes will include:

- Reviewing the trader mix, setting some criteria for selecting those that are suitable to achieve customer retention and growth.
- Introduction of modern approaches.
- Retail skill development.
- Better customer focus and awareness amongst traders and markets management.
- Strong branding and marketing support from the Town Council, based on the improvements offered to customers.
- Highlight and enhance any environmental improvements and waste management.
- Encourage community interaction and consumer involvement in the markets.
- Look into a Young Trader Scheme to financially help young entrepreneurs start a business.
- Improve the whole shopping experience within the markets.
- Improve opening time consistency for the indoor market and increase consistent visits from the outdoor traders.

The challenge is to attract new generations of customers who have higher expectations, while continuing to serve its traditional customer base.

## **Challenge and Change:**

The proposed project brief should help create an improved consumer experience with a 'newer feel' market, newer facilities, standard conformity and a real alternative to the high street to achieve the following aims:

- To provide capital investment to safeguard and provide for a sustainable future for the twice weekly Market.
- To provide for an improved trading environment for traders and customers.
- To create a genuine tourist attraction for the town.
- To act as a catalyst to attract new traders to Saffron Walden Market.

- To enhance footfall and customer spend at the market.
- To look to create additional trading days within the market square, although it is noted from the analysis of the Neighbourhood Plan consultation that the public does not generally support an increase in Market trading days
- To utilise the market to promote local food and supplies (but also referencing the Town Council's policy regarding the limitation of food stalls)
- To provide local employment and start up business opportunities.

The Council and representatives from the Traders in equal numbers to work together to establish funding and to see the any plan through to completion. It is hoped that the agreed scheme will be able to include improved stalls, Wi-Fi availability, better toilet facilities to name a few.

The risk aspect of this scheme is the uncertainty of local government funding. If local council precepts are frozen by central government then all projects of a capital nature may be at risk unless external funding can be committed.

## **Special Events**

Further growth areas are seen as:

- Continental markets and other specialist markets
- Craft events
- Good Friday events – key calendar events
- Smaller events designed to build up footfall particularly on Fridays
- Markets and events that reflect the demographics of the community, and address their needs (community markets)

The Town Council aims may seek to increase the number of low cost smaller events throughout the year which will be held on the Common or the Market Square to help encourage footfall to the market area. They have already held past events and there are plans again for a Charity and Craft fair later in the year. These will be planned annually and will complement the larger events such as Christmas Late night shopping and light switch on event. The plan is to also include some market type provision where possible in events which take place in the town even when not organized by the Town Council.

## SWOT Analysis – An assessment of the current service

### **Strengths**

- Historic (876 years)
- Specialist traders -value for money, personal service
- Social focal point
- Unique atmosphere
- Trader/customer affinity
- Our town “image”
- Tourism attraction
- Forum for producers and business start up
- Town Council support and commitment to the market
- Alternative shopping experience
- Good town centre access for pedestrians
- Good town centre vehicular access and adequate parking provision
- Events - Music Live, Market Week
- Current partnership working
- Low business startup costs

### **Weaknesses**

- Lack of research
- Lack of community pride? Decline in traditional market shoppers
- Poor coach parking and disabled access
- Dated facilities and stalls
- Steady decline of traders
- Trading hours not being met
- Visual appearance
- Customer flows
- Enforcement
- Signage to market (internal and external)
- Shopper profile
- Inadequate cohesion between traders, who could work together to better promote themselves and the market
- Consultation - traders
- Cash only provision and no internet access
- Promotion inconsistent
- Inconsistent quality of goods on sale (amongst some traders)
- Difficult attitude and behavior of a minority of traders

## ***Opportunities***

- “An alternative experience”
- Promotion of local produce and provenance
- Achieve the cosmetic improvements to the markets
- Program of entertainment
- Create an event portfolio to increase footfall to the area
- Change to license agreements
- Work closely with all stakeholders, councils and other organisations
- Quality niche businesses
- New banners/signage in indoor market
- Banner on Common Car Park
- Market – promotion and relaunch
- Closer working with traders
- Diversification of markets
- Improved parking
- Improved consistency, quality and standards to help enhance image
- Target tourism
- Review of market stalls / set up. Council could consider the implementation of a corporate look for the markets and supply stalls to traders
- Card payments, Wi-Fi and better and more modern customer facilities
- Reduce environmental footprint and wastage
- Improve layout, product placement and product offering – start to question what added value or benefit a new trader brings to the market.
- Increase marketing activity
- Create a strong brand and logo

## ***Threats***

- Synergy
- Change in social fabric – consumer buying habits
- Growth of supermarkets and cheap retail outlets
- Reliance on card payments particularly the young
- On line shopping
- Shopper ‘age’ profile – assumptions and perception of markets
- Family trends – increase in parental working hours / change in parental responsibility. Historically mothers used to stay at home with young children whilst many young mothers now work full or part time
- Weather – shoppers reluctant to shop on outdoor markets in adverse conditions
- High fuel costs have reduced the number of traveling traders
- Aging traders with few young traders entering the market occupation
- Recession and increased unemployment
- Poor image and reputation – inconsistent retail practices over a long period of time
- Potential Street traders who are ‘stealing’ trade from the market place
- Funding restrictions for improvements and promotion
- Rival markets

## Issues and Actions

SWTC MARKET		
CURRENT	CHANGES	FUTURE
50 % drop in traders before 2010, reduced diversity, aging traders approaching retirement	Diversity, improved networking, fair rents and active encouragement by market manager.	Larger diversity of goods, younger products and younger traders and improved quality and presentation
	Work in partnership with others to provide alternative traders e.g. charities and schools	Greater offering and strong publicity and community involvement
	Create music and entertainment portfolio	

<b>TRADERS</b>		
<b>CURRENT</b>	<b>CHANGES</b>	<b>FUTURE</b>
Mix	Retain current offer	60:30 in favor of General goods
Range	Increase range of goods and services on offer	Reflect the needs and demographics of the user population
Quality	Investigate and increase quality of goods on offer	<p>Compete with a range of other retailers, not just at the value end of the scale</p> <p>Improve the overall quality of products on offer by seeking to attract and retain traders with a high quality of products to offer</p>

<b>CUSTOMERS</b>		
<b>CURRENT</b>	<b>CHANGES</b>	<b>FUTURE</b>
Town Centre – generally older/retired working and young single parents	Attract town centre workers, local residents, students and younger customers via new Market development	Customers reflect demographic profile of the town, aim to attract growing student population  Need to take advantage of the increase in town centre living and the 'captive' audience which that brings
Suburban – generally reflect the local population, but predominantly older customers. Younger customers are greatly under-represented.	Diversity in product and alternative marketing. Community involvement especially schools and colleges	Continue to reflect the local population
Work to at least maintain present footfall levels		Increase footfall, and spend per head/visit

<b>FINANCE</b>		
<b>CURRENT</b>	<b>CHANGES</b>	<b>FUTURE</b>
<p>Before 2010 the markets had been performing poorly against budget but last year the market managed to make £39,000 profit. This was largely attributable to a more robust approach to rent collection, an active campaign to reduce vacant pitches and a more cohesive staffing approach to market management</p>	<p>Maintain current profit or increase.</p>	<p>Remain a viable and sustainable business making a modest surplus for reinvestment</p>

In summary, the position over the recent and coming years for the Outdoor Tuesday/Saturday Market is:

	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18 £ To Oct 17</b>
Income	76,362	70,608	44,143
Expenditure	34,534	36,015	28,144
<b>Net Income</b>	<b>41,828</b>	<b>34,593</b>	<b>15,999</b>

## Summary and Conclusions

The Market in Saffron Walden, like many across the country had been in decline for a number of years. A new Market Manager was introduced with a remit to revitalize the market, plans were put in place to address this, there has been great progress. Actions have been taken by the Market Manager, and need to continue to be taken to stabilise the business, and to modernize so that it will be in the best possible shape to enable it to be sustainable for years to come. The Council has a duty and must support the Market Manager in actions taken as long as they can be shown to be fair, constant and in line with Council policies.

### ACTION PLAN

ACTION	TIME SPAN	HOW
Constant review and meetings - Improve trader/Council consultation	Short	Meetings, monthly newsletter, honest open approach, one to one conversation, NMTF consultation
Introduce an annual portfolio of smaller events subject to employment of events officer	Short	Key calendar events on Common, Market Square network with many organizations, open minded, variety
Market awards – trader of the year/best attendance all of the year	Short	Submission to appropriate bodies to their Market awards and competitions.  Increase pride and sense of achievement, benchmarking and goals
Review incentive/sickness/loyalty/attendance	Short	Introduce incentives and rewards to encourage commitment
Develop marketing and promotional strategy	Short/Medium	Planned key times of year, editorial activity, market news
Develop partnerships	Short/medium/long	Talk, network, internet, key groups

ACTION	TIME SPAN	HOW
Allow Market Manager the freedom to review market layout and tenant mix	S/M/L	Analyse and improve ongoing Agree tenant mix policy
Market competitions – customer involvement and empowerment	S/M/L	Events, include in local papers, increase loyalty
Enforce rules and regulations which benefit the market	S/M/L	Fair and consistent review of market policies and regulations, minimum on an annual basis
Actively seek new traders who bring added value to the markets and target new audiences	S/M/L	Internet, posters, word of mouth, visit other markets, network
Improve market perception through positive word of mouth	S/M/L	High standards, customer involvement
Improve market brand	S/M/L	Bags, posters , advertising and promotion
Reduce wastage and improve environmentally	Medium	Work with Traders, Council, and environmental champions
Review terms of conditions and license to trade.	Medium	Introduce yearly licenses and prime pitches licenses.

ACTION	TIME SPAN	HOW
Increase quality, consistency and presentation	Medium/Long	Training, advice, best practice, competitions, management
Encourage youth to markets – traders and customers alike	Medium/Long	Work with schools, job centre, colleges. Run young apprentice competitions annually
Increase signage in car parks, main roads into the town.	Medium/Long	Planning and funding seek
Public convenience and facility improvements	Medium/Long	Funding required
Improve disabled access and facilities	Medium/Long	Funding required
Investigate Wi-Fi and cash machine installation	Medium/Long	Funding required. Other market advice

The markets will need to diversify, innovate and expand to realise the potential of the markets and increase its mass. There will need to be an extended range of marketing and promotional initiatives to create greater public awareness and provide additional footfall. The image of the markets will need to increase in terms of quality and presentation which will improve the public perception.