

## Brixham Town Council

<b>Report No:</b>	17B-2019		
<b>Report Type:</b>	Public		
<b>Title:</b>	Market Management		
<b>To:</b>	Full Council	<b>Date:</b>	18.04.19
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### Purpose of Report

At the Full Council meeting on 14<sup>th</sup> March, the following was resolved:

- 1) Giving the market a new identity with a sustainable and vibrant theme based on option one of the report (08a-2019)
- 2) Adopting the new stall holders pack
- 3) Agreeing a fee of £6 per table per day and £30 per day for the kitchen which should be reviewed annually. This includes the entitlement for stall holders to have 4 free weeks in any one financial year for the purpose of holidays based on receiving a minimum of 14 days written notice.
- 4) Research employing a Market Manager
- 5) The Evaluation Committee considering and agreeing the salary and job description for the Market Manager

Items 1 – 3 will not be actioned until the Council has been made a decision on items 4 and 5.

### Market Management

As shown in report 08-2019, the following markets have a dedicated Market Manager:

- Tavistock Pannier Market
- Barnstaple Pannier Market
- Bideford Pannier Market
- Dartmouth Market
- Tiverton Pannier Market

### Roles and Responsibilities of a Market Manager

It is important that a market has a nominated Market Manager who then has responsibility for market operations, marketing and promotional activity.

The Market Manager acts as the on-site manager for the market to ensure that it operates in compliance with the law and the Town Council's objectives and policies. The main areas of responsibility could include:

- Enrol stall holders in the market
- Collect fees owed and issue receipts
- Organise and control the positions of each stall
- Ensure all terms and conditions are adhered to
- Answer questions or deal with concerns raised by stall holders
- Resolve disputes that may arise
- Ensure market adheres to health and safety and risk assessments

- Set up / dismantle room for stall holders
- Control stall holder set up / dismantle and use of car park
- Advertising and promotion
- Liaise with community groups in order to run themed markets during their events
- Control the use of display boards
- Continue to develop the market
- Locking / unlocking the hall
- Engage with the community and businesses

An essential component of the market is the creation of a diverse range of providers of quality and value for money produce. This is coupled with the need to generate a reasonable volume of shoppers who will use the market and have a pleasant and memorable experience. Sustaining and developing the supplier and customer base requires the development and maintenance of a reputation for quality and diversity.

Markets are seen by many as a community resource, to provide a viable and economic outlet for local traders, to give shoppers access to local products, to support local businesses and to provide a regular opportunity for community groups to contribute to the market.

This can be down by:

- Preparing reports and attending Town Council committee meetings reporting on progress on issues relating to their role and to assist in planning the future of the market.
- Encouraging the involvement of stall holders in decisions affecting the market.
- Establishing good relationships with key community and neighbourhood groups (for example, the Brixham Chamber of Commerce).
- Maintaining an up-to-date database of stall holders.
- Recruiting new stall holders, vetting and progressing applications.
- Exploring new opportunities for improving the market for shoppers and stall holders.
- Participating in and undertaking market research.
- Reviewing procedures and guidance for shoppers and stall holders.

Ideal personal characteristics include:

- Community spirited
- Enthusiastic and efficient
- Well-developed people skills
- Good computer skills
- Good organiser

### **Current Set up**

Since the market reopened for the new year on 28<sup>th</sup> January 2019, the Town Council has been managing the market. An officer visits the market every trading morning to collect the weekly fees from stall holders, which takes on average 2 hours a week. This does not include recording income, issuing receipts and banking the monies.

The Officer is finding that despite low stall holders they wish to raise their concerns and complain that the Town Clerk does not visit the market to resolve the concerns. The issues are the same issues raised each week.

In addition, the Town Clerk emails stall holders advising of updates following Council decisions, new stall holders with their allocated stall number, resolving concerns and where applicable, dealing with other issues such as breach of conditions from the stall holder agreement. This is all within a period where the Council is short staffed, but projects and services are increasing.

It is also worth noting that many of the stall holders are increasingly disgruntled because of the lack of footfall and for some, it is costing them more to be in the market than they are earning.

In addition, due to existing stall holders advising they are unable to set up on a Monday morning, a stall holder is opening the Scala Hall up on a Sunday and setting up the room for existing traders. They are also opening the Scala Hall up on a Monday and Tuesday morning due to the times the traders require access.

Officers have offered the existing traders the opportunity to open for an Easter themed market and a Pirate themed market, but due to the lack of interest from the existing traders the Town Clerk has had to make the decision not to proceed. We understand that the reasons for the lack of take up are:

- They do not want to open for a whole week, but need to remain set up for the days they are not open
- Due to a booking on the Saturday evening of the Pirate weekend, the stall holders do not want to dismantle after trading on Saturday and set up on Sunday morning before trading.

It is important to note that with the lack of Market Manager, the Town Clerk does have concerns with managing the market during days when the Town Council office is closed (weekends and bank holidays).

## Market Opening and Income

The following fee was agreed at Full Council:

Fee	Tables	Kitchen	Daily Income	Weekly Income (5 days)	Annual Income (49 weeks)	Saturday (12 per annum)	Possible Income	Comparison Purposes
£6.00	30	£30.00	£210.00	£1,050.00	<b>£51,450.00</b>	£2,520.00	£53,970.00	£26,985.00

It is possible that not all stalls will be used every market day, therefore the comparison column shows 50% of the income.

This following is an extract from report 08-2019:

The Town Council offers a market that is sustainable, creative and works with both the visions of the plastics working group and the community health working group as well as complimentary to the existing traders in the Town.

A market that offers different daily themes, increased trading days and periodic themed markets to compliment the community events.  
For example:

Weekly:

Monday Pannier Market  
Tuesday Pannier Market  
Wednesday Healthy Living  
Thursday Local Produce  
Friday Second hand and upcycled goods

Monthly:

Saturday Antiques and collectables

Suggested trading hours: 9.00am to 4.00pm.

## **Market Manager**

Through research it is clear that there is potential to pay a full-time market manager and earn an income based on the 50% comparable figure shown on page 4. Albeit a small income. However, once the market is established, there will be potential for an increased income which could equate to more than the hire charge received from the previous Pannier Market Manager.

The Officers are unable to continue to manage the market indefinitely due to the workload pressures and therefore Members will need to decide if the Council should:

- A. Continue to manage the market and employ a market manager
- B. Close the market until such time the Council has made a decision

There are advantages and disadvantages for employing a market manager.

### **Advantages**

The main advantage of employing a Market Manager would be that the Town Council is in more control of what is happening within the market.

The Town Council will shortly be considering regeneration plans of the Town Hall, which has potential to increase the need for a Market Manager or develop it into a Town Hall Manager.

In addition, Torbay Council will be considering plans for the Town Centre Regeneration. Within these plans they may call for a Town Centre Manager. There is a further opportunity for the Town Council to consider developing the Market Manager role to become a Town Centre Manager. It is understood that income from traders within the newly established Town Centre Regeneration would be expected to make a contribution towards the Town Centre Manager and therefore this income could be offset against the salary.

### **Disadvantages**

The main disadvantage would be the cost of employment offset against the income in the markets current format. It would also increase the staff levels which means the Town Clerk will be spending further time managing staff which will detract her from the other work that she is expected to carry out.

### **Recommendations made to the Evaluation Committee**

Based on the projected changes to the Town Hall, it is recommended that the Town Council employ a Market Manager.

Members of the Evaluation Committee considered the above recommendation at a meeting on 18<sup>th</sup> April.

### **Recommendations made by the Evaluation Committee to Full Council**

It is recommended that the market is temporarily closed whilst the Town Council seeks to employ a professional Market Manager with a three-stage detailed recruitment process. Notice should be given to all stall holders with the last trading date being Wednesday 29<sup>th</sup> May 2019.