

2023-28



# St Kilda Esplanade Market Strategy

## Strategy Governance

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**Responsible Service or Department:**

City Growth and Culture

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**Adoption Authorised:**

Council

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**Date of Adoption:** 04 October 2023

**Date Effective From:** Mid 2023

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**Endorsed CEO or ELT member or department manager to make or approve document editorial amendments:** Lauren Bialkower

**Annual Reporting:** Council

**Completion date:** June 2028

**Stakeholder review and engagement:** St Kilda Esplanade Market Reference Committee

**Associated Strategic Direction #:** Vibrant Port Phillip



## Executive summary

The St Kilda Esplanade Market is recognised as being a significant shopping, leisure and tourism destination by Market visitors from around the world, the City of Port Phillip, and stallholders. It is a major drawcard to St Kilda and has gained iconic status as a Melbourne landmark.

The St Kilda Esplanade Market is an important St Kilda tradition and cultural asset, a makers' market where artists and craftspeople sell their high-quality arts, crafts, and food products. With an iconic beachside location and committed Stallholders, the St Kilda Esplanade Market has many strengths from which to draw.

There are challenges for the Market as well, including its exposure to the weather, parking, and the increasing competition from other markets and retail spaces, not to mention online and competition consumer demand and economic recovery post-Covid-19.

The market's place within the City of Port Phillip Council Plan relates to one of the five strategic directions. The Direction guides the priorities and actions that are worked towards achieving the Community Vision.

This Direction is Vibrant: A City that has a flourishing economy, where our community and local businesses thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs.

The St Kilda Esplanade Market Strategy 2023-2028 (the Strategy) was drafted with key input from the St Kilda Esplanade Market Reference Committee, the City Port Phillip City (CoPP) Council, and Market Stallholders. The Strategy describes the context, strengths, challenges, and opportunities for the St Kilda Esplanade Market for the period from 2023-2028.

The Strategy reinforces the Market's identity as a makers' market and sets out three key priorities, which are to:

- continue to make the Market a 'market of choice' for stallholders and visitors
- ensure a positive market experience through improving amenities, activations, and infrastructure over time
- increase visitor numbers and Market profile through marketing and communications.

## Scope

The Strategy provides a road map for the future direction of the Market. It establishes the vision and key goals for the Market and identifies how these will be achieved over the next five years. The Strategy recognises the need for the Market to be responsive to the ever-changing environment to continue to appeal to both stallholders and customers.

The Strategy identifies directions that will enable the Market to operate sustainably into the future. A report on market operations will be provided to Council in each year of this

Strategy, reporting on progress, operations, and finances. Through this process, Council will confirm annual operations.

## Market stakeholders

The following groups were identified as being the Market’s key stakeholders. The Strategy aims to consider the needs and expectations of its stakeholders.

*Table 1 Market stakeholders, and their interests and expectations*

Stakeholder	Interest and expectations
Stallholders	Seek a successful and sustainable Market which provides a viable source of income and an opportunity to promote and sell their products. Stallholders also expect the Market to operate with transparent governance.
Esplanade Market Reference Committee	Constructed of stallholders, industry experts and local community members. Seek to maximise the success of the Market and provide feedback on strategic directions.
Market Visitors	Seek a family-friendly market with Australian-made, quality, variety, price, consistency, and reliability of products. Easy access to the Market, such as parking and public transport, as well as suitable amenities.
Council and Port Phillip organisation	The City of Port Phillip considers the Market to be an important community asset. It recognises the Market adds to the vibrancy and appeal of St Kilda and is an important branding and tourism asset. Council has an expectation that the Market operates in compliance with Council and other authorities’ requirements and is operating with high regard for safety and community amenity.
Residents	Expect the Market to have a positive or neutral impact on local amenities, enhance their experience of living in the area, and expect the Market to have some relevance to the local community.
Local Traders	See the Market as an important attraction and destination driver for St Kilda and seek Market visitors to spend with traders before or after attending the Market.

## Vision

The St Kilda Esplanade Market is a world-renowned art and craft makers' market in an iconic beachside location. A place of choice for art and craft makers, and for customers seeking quality, authentic Australian-made products.

## Brand values

- Your family's Sunday sensory experience
- We are proud to be an Australian icon celebrating the local Makers'
- We are quirky, original, and captivating, the electric vibe of St Kilda

## The Audience

The St Kilda Esplanade Market is a family-friendly market, which aims to connect and encourage re-visitation from our customers. This is especially important post-COVID-19 & in the retail sector.

Our largest existing audience is Females ages 46 to 55 (accounting for over a quarter of visitors in 2021).

We have identified six key target audience groups. Our focus will be on maintaining these existing groups.

Target Audience Groups:

- Locals with young families
- Older Locals (55+)
- Local dog owners
- Melbourne Metro visitors
- Regional/Interstate visitors
- International visitors

## Market products

The Esplanade Market is a makers' market, known for its authentic and high-quality Australian made and designed arts, crafts and artisan foods. The market has evolved over time, seeing the introduction of pre-packaged food products, added to the market offering in 2013. Further development and growth occurred in 2015 with a demand to add ready-to-eat food stalls. A test trial of three months was successful and with consideration of the surrounding businesses, an addition of 8 food vendors began.

Over the last ten years, the market has transformed from a traditional art and craft market to a vibrant community market offering more variety to customers, while staying true to its origins as an Australian makers' market. The market mix includes design, artisan food, boutique beer and wine, specialised plants (such as bonsai or terrariums) and flowers grown and arranged. The Market must allow for growth to continually diversify, attract new customers, and compete with similar markets.

The focus on arts and crafts within the Market does not preclude complementary products or activities being made available, in the interests of activating the Market for special events, seasonally or longer term.

## **Market products and experience**

Over the years, the Market has retained its focus on products that have been made and sold by the makers. Today this is one of the Market's competitive advantages. Visitors can buy authentic, handmade and designed Australian products, a point particularly relevant for international visitors.

The Market has a special character that needs to be preserved and developed. The 'makers' market ethos and reputation for authenticity is important to the Market's unique identity.

## **Key impact issues**

### **Historical context**

For the past 53 years, the St Kilda Esplanade Market has been operating almost every Sunday of the year in its iconic beachside location. It has been an important avenue for art and craft makers and designers to sell their authentic handmade products. Many hundreds of stallholders have passed through the Market, and a number have been trading at the site for much of the 53 years of operation.

The Market is recognised as being a significant community space, shopping, leisure and tourism destination by Market visitors, the City of Port Phillip and stallholders. It is a major drawcard for St Kilda and for many, has gained iconic status as a Melbourne landmark.

### **External factors**

The Market has survived the impacts of substantial societal changes over its 53-year history including:

- the introduction of Sunday trading and extended trading hours
- a significant increase in shopping options including significant increases in retail shopping spaces in Melbourne

- an increase in the number and variety of markets operating in Melbourne and throughout Victoria, including art and craft, farmers, design and special interest markets
- changing consumer interests, fashions, trends in markets and art and craft products
- positive and negative changes relating to the economic climate
- changes in the demographics within St Kilda, nearby suburbs and throughout Melbourne
- changing expectations relating to amenities, access to food and beverage, and visitor services
- a substantial increase in competition for leisure time
- significant technological changes including the way people obtain information, buy goods and search for products.
- The impacts of Covid-19

A major impact on the Market has been the COVID-19 pandemic. Like many other businesses and events, the market was forced to close for extensive periods of time, following direction by the Victorian State Government. The pandemic lockdown period from February 2020 to October 2021, devastated many small businesses, including market traders. The market was able to be reopened on 31 October 2021, with strict Government guidelines, such as Covid-19 vaccinations, Covid safe plans, mask wearing, social distancing and sanitation checks. All international and interstate visitation to the Market ceased during 2020 and international borders did not open until late February 2022.

The rebuilding of the market post Covid-19 has taken a year of dedicated work and commitment. The iconic market is returning to its former self with much work still to be done. Customers from all over the world have returned along with a very strong local following, that supported the traders through the pandemic. The market mix has grown, seeing new and talented artists joining the market permanently. The atmosphere is once again vibrant and exciting for a great day out with family and friends.

## **Strengths, challenges and opportunities**

### **Location and amenities**

The St Kilda Esplanade Market is located at Melbourne's most iconic beachside location. Being an outdoor market served in its favor to customers post-pandemic, as consumers were more comfortable shopping and socialising in an outdoor setting. However, its outdoor location means it is subject to the weather, at times presenting challenges for both stallholders and visitors.

### **Market outcomes and benefits**

The Market is recognised as being an important asset for St Kilda and the City of Port Phillip. It creates positive and beneficial outcomes in many areas including:

- generating tourism and visitation
- being an important contributor to the image and identity of St Kilda
- provide a creative outlet and a sales outlet for art and craft makers
- creating social and cultural benefits for the local community and visitors
- presenting opportunity for small business development
- providing a physical link between St Kilda's key visitation areas, being Acland Street, O'Donnell Gardens, Luna Park, the Palais forecourt, Alfred Square and Fitzroy Street.

## Key Opportunities

As a key asset for tourism and visitation for the area, the Market will be integrated with and responsive to St Kilda's planned resurgence and *The City of Port Phillip Events Strategy*.

The Market will continue to be a priority for Council when assessing forthcoming event or development proposals and considered a key stakeholder in St Kilda's physical and cultural landscape.

We will leverage off other Council initiatives including:

- Events, activations, and promotions in the precinct.
- Branding of St Kilda as a significant arts precinct e.g., new wayfinding signage.
- Significant upgrades to public space in the area such as the Palais/ Luna Park Forecourt reopening.

It will be key for the market to continue to regularly capture audience data, recognising that the landscape may change over time.

## Principles

### Stallholders

- Stallholders are recognised as being at the core of the Market and will be provided with the opportunity to have real input into the Market's strategic direction via the Reference Committee
- Stallholders will operate in a professional manner, abiding by all trading terms and conditions and the Market's Code of Conduct

### The City of Port Phillip

- CoPP recognises that the Market is a major cultural asset and seeks to protect and preserve its place in the community
- CoPP will seek to manage the Market as a self-sustaining, not for loss operation at no cost to ratepayers, ensuring identified needs are met, capital works are included, and a safe workplace is provided

- The intrinsic character and experience of the Market will be preserved, the ‘makers’ market’ focus where quality authentic Australian handmade art and craft products are sold
- Inclusive, consistent, and transparent policies and procedures will be implemented to ensure the smooth operation of the Market
- Stallholder fees and charges will be set annually, aiming for full cost recovery and no net cost to ratepayers, including but not limited to:
  - Market operations such as management and administration costs
  - advertising and marketing
  - insurance costs.

## Budget Management

Council aims to achieve a breakeven budget by:

- Ensuring that user fees are in line with benchmarking of other comparative markets.
- Review of the market budget on a monthly basis and making reasonable adjustments. If income from user fees is significantly below forecast, we will review other expense line items that could be reduced. For example, marketing spends on activations.
- Marketing Plans will set minimum marketing spends (e.g. social media promotion) and differentiate from additional marketing spends (e.g. special activations).
- Regular review of marketing initiatives to identify the most effective means of marketing methods to help build a valuable marketing plan year on year. Value could be assessed as an increase in visitation/attendance numbers or increased stallholder sales during an activation.

## Sustainability

Council is committed to addressing the challenges of climate change and improving sustainability outcomes in the community. The Esplanade Market is subject to sustainability policy positions and strategy documents including:

- Act and Adapt: Sustainable Environment Strategy (2018-28)
- Climate Emergency Plan (2023)
- Don’t Waste It: Waste Management Strategy (2022-25)
- Pledge to avoid the use of balloons at outdoor events permitted by Council (5 April 2017)
- Procurement Policy (2022)

Council also supports Victorian Government regulations to **ban** problematic **single-use plastics** from sale or supply in **Victoria**, effective from 1 February 2023.

Stallholder licences will include mandatory sustainability requirements:



- no single-use plastic bags, straws, packaging, stirrers, condiment sachets or cutlery (exceptions made for the use of plastic straws as an accessibility requirement for people with disability)
- no balloons
- no Styrofoam or polystyrene products or packaging.

Stallholders will be encouraged to meet best practice sustainability outcomes which also includes:

- avoiding single-use decorations
- providing multi-use crockery and cutlery
- composting organic waste
- using energy and water-efficient equipment
- purchasing offsets
- using certified fair trade and locally produced seasonal food products.

Advice and support to stallholders can be provided by Council's Sustainability team who will also promote stallholder sustainability successes to the wider community.

## **Charity and community group engagement**

The St Kilda Esplanade Market endeavours to support charitable and not-for-profit organisations, by providing fundraising areas for collections (at no charge) or an area for information provision.

St Kilda Esplanade Market management will consider requests by charitable organisations on a case-by-case basis, for example pet adoption.

Access to the market for charitable organisations will be offered, subject to:

- Alignment with St Kilda Esplanade Market brand and values
- Agreed market trading terms and conditions
- Agreed charity collections stall within the Market
- Collections limited to one charity and not for profit organisation per week

Bookings will be considered for approval on:

- A case-by-case scenario
- Special occasions considered relevant to our Market community (ie badge days, awareness raising)

Bookings may not be approved:

- On a periodic basis or repeat basis
- For signature collecting for petition purposes
- For political or religious causes
- For raffle ticket selling
- For sales of any products

## Action plan

### Goal 1 - Be the preferred destination

The Market will seek to continuously improve the quality and variety of products available for sale and improve the appeal and attractiveness of the Market for stallholders and visitors, therefore increasing attendance at the Market.

The Market recognises the need to continuously evolve the range of products at the Market and to be positioned as a creative, inspiring, and unique shopping, leisure and tourism experience.

Evolving the Market product mix and enhancing the visitor experience will ensure new visitors are attracted to the Market, and those already familiar with the Market will want to return on a regular basis.

The Market seeks to be the market of choice for high-quality, authentic Australian art and craft makers - their preferred place to trade, and a place that is both profitable and a pleasure to be a part of.

#### 1.1 Products and customer appeal

##### Achieve and maintain a mix of products with broad customer appeal

*Table 2 Goal 1.1 actions, and proposed implementation timeline and responsibility*

Actions	Timeline	Responsibility
a) Audit the mix of products and identify opportunities and gaps	Weekly through selection process	Market Manager
b) Prioritise stallholder attraction to seek out new stallholders proactively	Quarterly	Market Manager
c) Incorporate contemporary and innovative art and craft makers, and new product offerings that can complement arts and crafts to attract new audiences	Quarterly	Market Manager
d) Weekly assessment of applications received ensure the Market operates at 80 to 100% capacity	Weekly through selection process	Market Manager
e) Investigate regular review of stallholder permits to ensure a quality mix of products is maintained	Annual process	Market Manager

f) Expand product categories to implement caps across the Market and maintain variety of product offering	Quarterly	Market Manager and Reference Committee
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## 1.2 Position as the ‘market of choice’

**Attract and retain stallholders with quality products, and position the Market as the ‘market of choice’**

*Table 3 Goal 1.2 actions, and proposed implementation timeline and responsibility*

Actions	Timeline	Responsibility
a) Review and update stallholder selection criteria and process	As required	Market Manager and the Reference Committee
b) Ensure there is ongoing assessment of compliance to the Market’s rules, and procedures for enforcement	Annual process, June each year	Market Manager and the Reference Committee
c) Ensure user-friendly permit and compliance processes	Annual budget process	Market Manager
d) Ensure stallholders are charged affordable fees benchmarked with comparable markets and opportunities	Annual budget process	Market Manager
e) Council to monitor and ensure non-permitted traders are not trading near the Market site	Weekly Sundays	Market Manager
f) Identify target stallholder numbers to ensure maximisation of stall space occupation throughout the year. This target to be a key driver of annual marketing plans.	Monthly	Market Manager

## 1.3 Build a positive culture

**Build a positive culture within the Market where collaboration and stability are valued**

*Table 4 Goal 1.3 actions, and proposed implementation timeline and responsibility*

Actions	Timeline	Responsibility
a) Ensure regular communication between management and stallholders	As required, such as weekly e-newsletter, emails	Market Manager
b) Ensure CoPP staff are on site for the duration of the market	Weekly Sundays	Market Manager

## 1.4 Maximise visitor experience

### Create a vibrant Market site to maximise yield, visitor experience and length of stay

*Table 5 Goal 1.4 actions, and proposed implementation timeline and responsibility*

Actions	Timeline	Responsibility
a) Encourage stallholders to engage actively with customers, enhancing the customer experience	Ongoing	Market Manager
b) Research and program unique promotional attractions, events and activities including community groups, musicians, winter covered zones	Ongoing	Market Manager
c) Investigate opportunities to increase dwell time of customers and to enhance their experience	Ongoing	Market Manager
d) Explore new opportunities of art, craft and design that can be included within the Market's offering to attract new audiences	Ongoing	Market Manager
e) Use regular demographic surveys to identify the market audience and create marketing plans to connect with key audience as well as attract new audiences. Eg Increase LGBTIQ+ inclusion	Ongoing	Market Manager

## Goal 2 - Enhancing the Market experience

Creating a positive Market experience is essential to attracting stallholders and visitors. It is vital to achieve return visitation, positive word of mouth and publicity, and to ensure ongoing profitability for stallholders.

Whilst acknowledging the Market is located in one of Melbourne’s most iconic beachside locations, monitoring and enhancement to the amenities and visitor comforts will further improve the Market’s viability and appeal.

## 2.1 Maintain Market amenity

### Monitor Market infrastructure, access and amenities

*Table 6 Goal 2.1 actions, and proposed implementation timeline and responsibility*

Actions	Timeline	Responsibility
<p>a) Identify ways to build on the Market’s iconic location by improving the ambience and amenity of the site including:</p> <ul style="list-style-type: none"> <li>• extending into the Palais forecourt by the end of 2023</li> <li>• creating artwork in the precinct, such as flags and bin wraps</li> <li>• improve customers’ rest areas whilst ensuring they remain in the precinct</li> <li>• improve the cleanliness of the Slopes toilets &amp; gardens by regular reporting of issues</li> <li>• Monitor footpath cleanliness by regular reporting of issues</li> </ul>	Ongoing	Market Manager and CoPP compliance teams

## 2.2 Implement appropriate safety

### Ensure appropriate standards of risk and safety are implemented during Market operations

*Table 7 Goal 2.2 actions, and proposed implementation timeline and responsibility*

Actions	Timeline	Responsibility
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<p>a) Implement and continuously improve operational policies, guidelines, and procedures in relation to:</p> <ul style="list-style-type: none"> <li>• <b>operations</b></li> <li>• <b>selection</b></li> <li>• <b>risk</b></li> <li>• <b>safety</b></li> <li>• <b>conduct</b></li> <li>• <b>compliance</b></li> </ul>	Ongoing	Market Manager and CoPP OHS Department
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## 2.3 Balance tourists with Victorians

### Maintain a balance between attraction of tourism and a locally loved attraction

Table 8 Goal 2.3 actions, and proposed implementation timeline and responsibility

Actions	Timeline	Responsibility
<p>a) Continue to update the product offering and provide opportunities to showcase artisan products that Victorians will attend.</p>	Ongoing	Market Manager

## 2.4 Investigate development and activation

### Investigate opportunities for site development and activation

Table 9 Goal 2.4 actions, and proposed implementation timeline and responsibility

Actions	Timeline	Responsibility
<p>a) Explore methods and initiatives to improve the site and visitor experience, such as special event days to coincide with events or key dates including:</p> <ul style="list-style-type: none"> <li>• <b>Mothers' and Fathers' Days</b></li> <li>• <b>Easter</b></li> <li>• <b>Halloween</b></li> <li>• <b>Christmas</b></li> <li>• <b>Events in the area</b></li> </ul>	Ongoing	Market Manager

c) Investigate extending food trucks into Palais Forecourt once completed in 2023.	End of 2023	Market Manager
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## 2.5 Communicate requirements and needs

**Ensure Market requirements and issues are known by Council and other relevant authorities**

*Table 10 Goal 2.5 actions, and proposed implementation timeline and responsibility*

Actions	Timeline	Responsibility
a) Regularly communicate with other authorities to ensure Market needs are identified, and that the Market's needs are considered in planning	Ongoing	Market Manager
b) Integrate Market planning with other sections of Council, including arts and culture, strategy and design, transport	Ongoing	Market Manager

## Goal 3 - Marketing and communications

With increasing competition – online, bricks and mortar, the global economy, technological changes and changing consumer expectations, the need to understand target audiences and how to reach them is essential.

To achieve this, the Market will prioritise continuous improvement in marketing and communications to increase visitor numbers, the Market profile and sustainability for stallholders.

### 3.1 Promote the Market

**Continuously improve marketing and communications to promote the Market**

*Table 11 Goal 3.1 actions, and proposed implementation timeline and responsibility*

Actions	Timeline	Responsibility
a) Conduct research to ascertain: <ul style="list-style-type: none"> <li>a clear understanding of the Market's customers including</li> </ul>	Annually	Market Manager

their demographics, behaviour and economic impact <ul style="list-style-type: none"> <li>• visitor numbers at the Market</li> <li>• feedback on the Market from visitors and attendees</li> <li>• stallholder satisfaction survey</li> <li>• marketing analysis of our channels and spend to maximise return on investment (ROI)</li> </ul>		
b) Identify value and priorities in allocating budgeted expenditure for marketing and communications	Annual budget process	Market Manager

### 3.2 Strengthen the brand

#### Strengthen the Market’s brand and position across all platforms

Table 12 Goal 3.2 actions, and proposed implementation timeline and responsibility

Actions	Timeline	Responsibility
a) Position and consistently promote the Market as Melbourne’s premier art and craft market in an iconic location	Ongoing	Market Manager
b) Ensure uniform promotion and communication of the brand from all stakeholders and across all media types	Ongoing	Market Manager

### 3.3 Improve online presence

#### Improve and grow the Market’s online presence and partnerships

Table 13 Goal 3.3 actions, and proposed implementation timeline and responsibility

Actions	Timeline	Responsibility
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<p>a) Improve the Market’s online presence, reach and identify public relations (PR) opportunities including:</p> <ul style="list-style-type: none"> <li>• <b>social media marketing</b></li> <li>• <b>opportunities to work with QR codes</b></li> <li>• <b>opportunities for promotional videos and updated image library</b></li> <li>• <b>improved Search Engine Optimisation (SEO)</b></li> <li>• <b>Up to date website</b></li> </ul>	<p>Ongoing</p>	<p>Market Manager</p>
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### 3.4 Create partnerships

#### Identify opportunities to create beneficial partnerships

*Table 14 Goal 3.4 actions, and proposed implementation timeline and responsibility*

Actions	Timeline	Responsibility
<p>a) Create partnerships with other stakeholders to maximise the impact of marketing activities including:</p> <ul style="list-style-type: none"> <li>• <b>tourism organisations and businesses</b></li> <li>• <b>events</b></li> <li>• <b>Local or State Government marketing campaigns (tourism and others)</b></li> <li>• <b>local traders or businesses</b></li> <li>• <b>local community choirs</b></li> <li>• <b>transport authorities such as Yarra Trams</b></li> </ul>	<p>Ongoing</p>	<p>Market Manager</p>

## Key performance indicators

### Increase bookings

Table 15 Measures for increasing bookings 2023-28

Measure	Baseline 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28
Average number of bookings per week	80	83	85	87	89	91
Number of new stallholder applications per year	95	100	105	110	115	120
Existing stallholders renewing permits remains constant or increases	From Quarterly to Annual by 2 a year	From Quarterly to Annual by 2 a year	From Quarterly to Annual by 2 a year	From Quarterly to Annual by 5 a year	From Quarterly to Annual by 5 a year	From Quarterly to Annual by 5 a year
Highest booking target each year	122	123	124	125	126	127

### Products and customer appeal

To maintain a balanced mix of products with broad customer appeal, a maximum number of stall types will be set. The mix of products and maximums will be confirmed with the Committee every 12 months from 2023-2028.

Table 16 Product type limits to ensure a balanced mix 2023-28

Product type	Baseline maximum
Jewellery	No further added until a permanent retires
Candles and soaps	5 stalls

Henna	1 stall
Honey	2 stalls
Pre-packaged food to craft	Mix of 1:4 ratio
Ready-to-eat food traders	12 stalls

## Build a positive culture

To build a positive culture within the Market where collaboration and stability is valued, over the 2023-2028- periods the Market will aim to:

- send weekly newsletters to stallholders
- maintain the number of complaints against staff at 0
- maintain number of Code of Conducts (CoC) at 0
- CoPP staff to attend the Market for the entire duration of trading.

## Maximise visitor experience

Create a vibrant Market site to maximise yield, visitor experience and length of stay.

Table 17 Measures for maximising visitor experience for 2023-28

Measure	Baseline 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28
Average length of time visitors spend	1 hour 03 minutes	1 hour 06 minutes	1 hour 10 minutes	1 hour 15 minutes	1 hour 20 minutes	1 hour 25 minutes
Average visitor spend	\$52.20	\$55.00	\$57.00	\$60.00	\$65.00	\$70.00

## Increase visitor numbers

Measured each year and commencing in 2023, each November.

Table 18 Measures for visitor numbers 2023-28

Measure	Baseline 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28
Increase visitor numbers	3,279	3379	3479	3579	3700	4000

## Implement appropriate safety

Ensure appropriate standards of risk and safety are implemented during Market operations.

Table 19 Measures for ensuring safety 2023-28

Measure	Baseline 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28
Incident reports submitted by public, stallholders, and staff	3	2	1	1	1	1
Toilet, footpath & amenity standards	Monitored and reported	Monitored and reported	Monitored and reported	Monitored and reported	Monitored and reported	Monitored and reported
Thefts	Monitored and reported to Police	Monitored and reported to Police	Monitored and reported to Police	Monitored and reported to Police	Monitored and reported to Police	Monitored and reported to Police
Anchors installed in concrete footpath	Checked and cleaned yearly	Checked and cleaned yearly	Checked and cleaned yearly	Checked and cleaned yearly	Checked and cleaned yearly	Checked and cleaned yearly

## Promote the Market

Continuously improve marketing and communications to promote the Market. This will be achieved through a market-specific *Marketing Plan* with a focus on Facebook and Instagram.

Table 20 Measures to increase Market promotion for 2023-28

Measure	Baseline 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28
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Number of Facebook Likes	19,000	20,787	25,000	30,000	35,000	40,000
Number of Instagram followers	4000	4700	5650	6780	8100	9700
Number of minimum posts per week on social platforms	3	3	3	3	3	3

## Strengthen the brand

Strengthen the Market’s brand and position across all platforms. The Net Promoter Score (NPS) measures the likelihood of visitors recommending the Market as a place to visit and shop to others. This information will be collected via the annual customer survey responses.

*Table 21 Measures to strengthen the Market brand for 2023-28*

Measure	Baseline 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28
Net Promoter Score (NPS)	30.4	35	40	45	50	55+

## Asset and Financial Management

Over the 2023-28 period, the Market will manage their budget effectively. Market income and expenditure actuals will meet forecast annual targets with no over-spend.

## Strategic reviews

The Strategic Plan will be reviewed annually with the Reference Committee to ensure the Market is well-positioned to respond to current and emerging challenges, alongside Council’s annual review.