



Norwich Market strategy 2016 to 2026

A vision for the next 10 years

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National perspective

Markets have a very long history and have been focal points in the centres of British towns and cities for as long as they have been in existence. As such they have represented important public spaces. Markets can offer possibilities, not only local economic growth, but also for people to mingle with each other and become accustomed to each other's differences in a public space. They therefore can act as potential focal points for local communities, a site of public interaction and retail spaces.

Markets, like the whole retail arena, have been affected by the downturn in the economy. There are many challenges to be met and not only by markets. The market plays a vital role in the 'High street' revival. The 'Mary Portas' independent review and subsequent pilots emphasised the considerable value of markets throughout the country.

There are challenges for markets managed by local authorities. These cover issues like investment and budgets. There are also some restrictive regulations that need modification as things like staid product choice and traditional opening hours diminish opportunity. The reasons for the plight of many markets are varied and complex but there are economic and social benefits in maintaining and developing them.

Recently a survey was carried out by the National Association of British Markets Authorities resulted in the following facts:

- 1,225 retail markets.
- 33,000 market traders.
- 1,000 apprentices employed by market traders.
- 55,000 people employed directly on retail markets.
- Retail market turnover of around £2.5 billion a year.
- £36.6 million invested to improve retail markets.
- 65% of retail markets are run by local authorities.
- An estimated 30 billion shopping visits to retail markets per year.

Markets across the country are being invested in, resulting in regeneration of an area and trade. As a result of the economic changes in the last few years, the opportunities for small business development, through a market, have greatly supported the number of new start up entrepreneurial businesses. They are incubator areas and allow development of business without the necessity for a large cash investment.

In surveys it was found that 42% of customers would not visit an area if the market was not present, which illustrates that many customers see the presence of markets as a key deciding factor in whether or not they shop in a certain area.

The largest direct impact from market trade is the revenue generated by local retailers. Customer surveys show a highly positive attitude towards markets. In

addition to the local benefits, tourists will often cite markets as a key reason for travelling to an area.

As in many areas the trader is a local resident dealing with local shoppers, this has a beneficial impact on the local economy. For every £1 spent by a local person with a local trader, that £1 will be worth about £1.70 to the local economy. If that local trader then spends it with another local business, that £1 will then be worth around £2.20. Spend that £1 with a multi-national company then it has a value of about £0.22 to the local economy.

There are several reports over recent years of the value of markets. Most of these emphasise the importance to community and boosting local small business and entrepreneurship.

With the growing pressures on local authority budgets, failing or loss making local authority run markets are transferring to private control, as recent data seem to indicate the private sector outperform those managed by the council.

Trends in markets are changing. 'Street food' is certainly becoming very popular, especially with the lunch time trade from local businesses and offices. Crafts are another area where there is an increased demand. This shows there is a move from the 'cheap' goods sold out of a box to a better quality of goods. Markets will change in the future as the customer changes and the whole retail arena develops. This is complex and things change dependent upon the areas demographic.

The Government have given support for markets and at the Department of Communities and Local Government (DCLG) the Minister for Local Government is also Minister for markets. They have given financial support to national promotions such as 'Love Your Local Market', 'Markets Fortnight' which now has developed into an international event across the world. They see the importance of the market as a place for giving economic opportunity for aspiring entrepreneurs (low cost and risk) and have a role in helping creating community cohesion,. They also recognise the support for environmental objectives, more efficient packaging methods and reduction of travel for food and customers.

The outlook for the future of markets is in general good, subject to the ability to invest, change and attract both traders and customers. As with multi-national companies, there is a need to be flexible to change and invest to ensure sustainability and a return on investment is achieved.

Norwich perspective – an overview

The first question to ask is 'Does Norwich need a market?' Historically there has been a market in Norwich since it was established as a place where people lived and the charter dated back to the 1200's. The city has evolved around the market as traders turned their businesses from stalls to shops and new traders evolved, thus creating new businesses. Norwich market is an important part of the city's heritage and is also an essential part of the attraction for visitors as it is well known across the United Kingdom.

The recent survey held by the council had just short of 1000 responses, mainly from local residents to the city. This was a well-supported survey with over 0.4% of the population taking part, a strong statistical number. The response to the question 'Do you think Norwich Market is an important part of our city?' was an overwhelming over 92% saying 'yes', with less than 4.5% saying 'no'.

There are many reasons for a market, many having been shown in the National perspective. Norwich is no different to the rest of the country in this.

There are problems with the current market as have been identified in previous reports and there is a need for change and improve. The strategy will consider the current layout of the market and the potential to make changes to the structure thereby creating inviting areas for customers and tourists to dwell. Without some action then Norwich market will become a burden to the council and will result in the council subsidising its existence. Evidence across the country has shown with investing some resource into improving the market, then, sustainability becomes a reality. A return on the investment will happen, the length of time of this depending upon the amount and type of resource provided.

The installation of effective management and changes in outdated policies can result in a return in investment within a year. Improvements in appearance will also result in return on investment but over a slightly longer period.

With a successful market, then the expectations of a reasonable return are achievable. Traders will pay appropriate rents if successful and there is a good footfall. This is the same as the retail property sector where rents are more achievable in areas of greater footfall and trade.

As with any investment, there is a need to have a vision as to its outcomes and a strategy to follow. This is very apparent with the successful markets around the country and there are plenty and even more taking action. The vision for the market has been written to incorporate all aspects of the benefits of a market with the key sentence being 'By enhancing the existing market offer, to develop a dynamic experience that is diverse, vibrant and adds value to the economic, social, environmental and cultural fabric of Norwich'.

The strategy takes into account all the aspects of the vision so as to enable the market to be sustainable throughout the 10 year life of it. Actions are achievable over this length of time and can be quite easily attained if a robust and effective management of the market is in place.

It is very difficult to evaluate the market thoroughly as there are no base lines to work from other than rental income and stalls let. As the void units increase, then the profitability of the market will come into question and it will become unsustainable and a loss maker for the council. Efficiently managed and with strong leadership, the market can create a surplus for the council and add value to the economy of the city.

Currently, with the restricted base line information available, the market is probably bringing an added £8 to £10 million to the local economy. If the market was fully let then it would bring an added £15 million plus.

Markets in the country do have a future, as can be shown from the successes up and down the country. They do support many aspects of Council policy in relation to the below:

- Provision of a trading space for small independent businesses at an affordable rate.
- Creation on entrepreneurship and innovation. This is especially so with links with universities and colleges and the younger generation allowing them opportunities to develop business and ideas. It also improves the quality of independent businesses.
- Creation of employment within the city.
- An area which helps community cohesion and opportunities for the understanding of different cultures.
- An arena for promoting healthy living and affordable food.
- A major attraction for visitors to the city and encourage return visits.
- An area where the older generation enjoy visiting and socialising.
- Links with the Business Improvement District that will help create and attract business to Norwich.

Most importantly the strategy will help to rebuild the trust between the council and small independent businesses. In addition there are hidden advantages such as the reduction of unemployment and benefits paid out, the success of the city in attracting additional business etc.

If the market is allowed to continue into decline, then there will be a loss of businesses and creation of more unemployment. It will also be less attractive to developers and investors in the city as well as loss of community.

The strategy themes are designed to be a comprehensive plan covering every aspect of current market issues and also be able to respond quickly to changes in the economic and social spheres which will happen over the next 10 years. It emphasises the need to promote the market and more working with the new generations that bring innovation and entrepreneurship to the market and beyond.

The main recommendations for taking the market and the strategy forward are:

- Establishment of a robust and effective management model which would include monitoring performance and creation of base lines.

- Build on the relationship with new businesses and the younger generation through links with educational establishments.
- Provision of business support to help create innovation and entrepreneurship.
- Closer links with the Business Improvement District so business prospers throughout the city.
- Consider the resource that could be allocated and establishing what the return on the investment would achieve.

Many things covered in the strategy are already under consideration and actions being taken. The market is important to the city and its economy as well as when running efficiently, creating an income stream for the council.

Interestingly, the customer survey carried out by the council did highlight several important factors:

- The market is important to the city.
- It needs to be cleaner and more attractive.
- There needs to be a wider offer of goods.
- As with the national customer surveys show, more varied food both hot and cold and more crafts.
- The need for more promotion, signage etc.
- It is a good place to start a business as costs are not great initially.
- The need to attract the younger generation to the market.

Norwich market has a great potential and is a great benefit for the city. It should be aiming to be one of the country's leading markets which can only be good for the promotion of the city and its economy.

Vision and Strategy Key Themes

Vision

To develop and sustain an attractive, inviting and vibrant retail market which will:

- Enhance the existing market helping to create local employment and development of business
- Add value to the economic, social, environmental and cultural fabric of Norwich,
- Create a dynamic experience that is diverse, vibrant and adds value,
- Promotes the future whilst remembering the historic background.

This will be achieved through working with market traders, the customer and effective leadership from Norwich City Council. It will be flexible, so as to embrace changes in business and within the community thereby affording the opportunity to adapt to and exploit changes in business.

Key Themes

The strategy itself consists of various themes each of which has a set of actions to be undertaken

1. Market Position - Monitor and determine the sustainability of the market.
2. Market Management – Establish a proactive, effective and efficient management regime which contributes to the themes of the market strategy.
3. Marketing and promotion - To maximise the marketing and promotion of the market with a view to increasing visitors.
4. Improvement potential and maintenance – to establish a regime in relation to maintenance and explore and evaluate the various options for the improvement of the trading arena.
5. Social and community – Engage with the community and seek to provide a market that they want to visit and that they enjoy visiting.
6. Consultation – to engage with both the customer and the trader so an understanding of the relationship can be achieved.
7. Economy and regeneration – To increase the diversity and vitality of the market to support the 'Norwich' offer.
8. Innovation, entrepreneurship and enterprise – to encourage the development of new business by building relationships with educational institutions, job centre plus and other initiatives which help provide assistance to business.
9. Culture and tourism – to be a major part of the city's cultural heritage and provide support to events and creating the sense of place.
10. Environment – provide a good and safe environment for visitors to the market and increase the opportunities for reducing waste and increasing recycling.
11. Educational liaison – to liaise with educational institutions and assist in providing produce and business awareness.
12. Food and health – to promote a healthy life style through good food knowledge.

Management				
Theme 1	Objective	Key strategic outcomes	Key actions	Proposed timeline from strategy adoption
Market position	To monitor and determine the sustainability of the market	<ul style="list-style-type: none"> • Sustainable rents and charges • Regular meetings with traders to create partnership • Balance of goods creates competition but not saturation. • Establishment of appropriate hours of trading according to demand changes • An inviting and safe atmosphere • Establishment of best practice in the markets industry • Develop better liaison with city centre businesses, Business Improvement District and other like business organisations 	<ul style="list-style-type: none"> • Monthly analysis: occupancy and health check • Annual review of fees • Quarterly trader meetings • Continual review of trading hours with a view to monitoring the city's retail main trading times • Introduce balance of goods policy to prevent saturation, allow competition and raise standards • Use annual survey to identify and improve customer satisfaction • Learn, share and promote best practice NABMA, ATCM • Liaise with Norwich BID and improve communication • Develop the use of footfall counting for the market, either manual or electronic 	<p>1 Year</p> <p>2 Years</p> <p>1 Year</p> <p>5 Years</p> <p>1 Year</p> <p>2 Years</p> <p>Ongoing</p> <p>3/5 Years</p> <p>2 Years</p>

Theme 2	Objective	Key strategic outcomes	Key actions	
Market management	To establish a proactive, effective and efficient management regime which contributes to the themes of the market strategy	<ul style="list-style-type: none"> Review the level and the type of management required System of management to comply with DCLG best practice guidance 	<ul style="list-style-type: none"> Carryout a review of the market management and implement a management model to support the market rejuvenation Implement a training programme to achieve an effective management team (e.g. Diploma in Markets management provided through NABMA and Institute of Place Management). 	1 Year
				2 Years

Theme 3	Objective	Key strategic outcomes	Key actions	
Marketing and promotion	To maximise the marketing and promotion of the market with a view to increasing visitors	<ul style="list-style-type: none"> Communications plan supported by an active website and social media presence Use and maximise the "Norwich Market" brand Quarterly magazine presence using Citizen magazine Annual programme of targeted customer promotions Ensure liaison with Norwich County Council Trading Standards 	<ul style="list-style-type: none"> Use the Norwich Market brand on all communications and publicity Maintain a dedicated web page for the market Develop and implement communications plan Introduce dedicated support and advice structure for trader on using digital marketing and social media Research and evaluate the creation of a Norwich Market loyalty card, available to businesses in the city Introduce a market supplement in Citizen magazine. Design leaflets/publicity targeting specific customers and ensure wide availability Provide a market promotional pack for residential developers and estate agents for new city residents Use a segmentation tool e.g. Acorn to identify areas where promotion is needed and best used Attain the 'Market Fair' charter working in partnership with Norwich County Council Trading Standards 	Ongoing
				Ongoing
				2 Years
				2/3 Years
				5 Years
				3/5 Years
				Ongoing
				2 Years
				Ongoing
				1 Year

Theme 4	Objective	Key strategic outcomes	Key actions	
Improvement potential and maintenance	To establish a regime in relation to maintenance and explore and evaluate the various options for improvement the market.	<ul style="list-style-type: none"> ● Review: the cleaning regime; how structural and stall issues are dealt with; research structural improvements of market layout ● Review financial implications of improvement changes and possible compensation or concessions to traders ● Propose changes to be supported by detailed costing and resources necessary to implement ● Traders are consulted on all potential changes and their input considered and acknowledged 	<ul style="list-style-type: none"> ● Review: the cleaning regime; how structural and stall issues are dealt with. ● Introduce maintenance plan to ensure stalls fit for purpose thereby encouraging full occupation and a sustainable market ● Implement a cleaning regime and ensure it works efficiently and effectively to the highest standard ● Provide an options paper on any changes which could be considered together with approximate costings including research of structural improvements of market layout ● Provide recommendations over financial implications affecting the market and sustainable running costs should any changes occur ● Explore the idea of reorganising into trading 'quarters' i.e. food quarter, clothing quarter, craft quarter, general goods area and finally a food court 	<p>1 Year</p> <p>2 Years</p> <p>2 Years</p> <p>5 Years</p> <p>5 Years</p> <p>5 Years</p>

Communication

Theme 5	Objective	Key strategic outcomes	Key actions	
Social and community	To engage with the community and seek to provide a market they want and enjoy visiting	<ul style="list-style-type: none"> • Create an environment for the city's changing communities • Supporting city diversity through foods, crafts, performing arts and culture • Maximise opportunities for increasing the opportunity for disposable income to be spent on the market 	<ul style="list-style-type: none"> • Use the demographics of the local area and its influence; review it regularly and target marketing appropriately with an action plan • Supporting opportunities for the community to engage in a welcoming atmosphere using performing arts etc. to show the diversity of the area • Develop the potential for specialist markets such as craft markets, teenage markets, specialist food markets on Norwich market • Create an environment to attract and keep younger shoppers interested 	1 Year
				2 Year
				2 Year
				2/3 Years
Theme 6	Objective	Key strategic outcomes	Key actions	
Consultation	To engage with both the customer and the trader so an understanding of the relationship can be achieved	<ul style="list-style-type: none"> • Improved relationships between the council, market traders and other interested parties • Membership of relevant organisations to enable continual review of best practice • Establish an active 'Friends of the Market' forum to enable important 'feedback' and suggest improvements 	<ul style="list-style-type: none"> • Hold regular liaison meetings with market traders • Carry out a 'Secret Shopper' exercise biennially to ensure there is consistent quality and customer service • Produce terms of reference and constitution for a 'Friends of the Market' group and recruit suitable members • Maintain membership and involvement with NABMA and any other relevant body • Carry out biennially a shoppers' survey by selecting certain questions which can be monitored against previous performance 	1 Year
				5 Years
				5 Years
				Ongoing
				2 Years

Rejuvenation

Theme 7	Objective	Key strategic outcomes	Key actions	
Economy and regeneration	To increase the diversity and vitality of the market to support Norwich's overall retail offer	<ul style="list-style-type: none"> Enhanced vitality of the city centre Opportunities for small businesses and employment provided An open regenerated market which attracts customers Norwich market is attractive to local businesses thereby supporting economic development. A "true" Norwich offer is provided against the national chains 	<ul style="list-style-type: none"> Undertake research to identify the demand for the different types of markets to ensure the right format can be established Introduce KPI's to produce monthly reports on the market performance thereby allowing early intervention to address threats to the market's sustainability Actively encourage the market traders to trade and work with each other Actively encourage new business onto the market and thereby extend the "offer" 	1 Year
				1 Year
				Ongoing
				Ongoing
Theme 8	Objective	Key strategic outcomes	Key actions	
Innovation, entrepreneurship and enterprise	To encourage development of new business by building relationships with educational institutions, Jobcentre plus and other initiatives providing assistance in business.	<ul style="list-style-type: none"> Working with UEA/Norfolk Youth Enterprise An active business 'buddying' scheme up and running help mentor/assist new businesses Opportunity provided for creative industries sector to establish outlets Opportunities provided for high quality goods and displays Business start-up programme implemented 	<ul style="list-style-type: none"> Promote and support opportunities for new business ventures through development and marketing Promote business opportunities through the use of vacant stalls for short-term lets (on licence rather than lease) Implement new trader policy which provides support, through mentoring and signposting, for new businesses to help create employment Encourage traders to develop and expand their business plans and ensure they encompass quality, customer services and standards 	1 Year
				1 Year
				2Years
				2 Years

Lifestyle

Theme 9	Objective	Key strategic outcomes	Key actions	
Culture and tourism	To be a major part of the city's cultural heritage and provide support to events creating the sense of place	<ul style="list-style-type: none"> • A sense of place and identity for the market is created • Market plays a major part in the city's showcase cultural events • The market provides an opportunity for people to discover other cultures through food • The market is seen as a traditional part of the city's heritage in its own right 	Build on existing successful programme of city events/promotions to increase the vibrancy of the market	2 Years
			Actively work towards gaining an award for the markets through the industry which, in turn, will assist in the promotion of the city	5 Years
			Encourage a food and craft festival on the market to promote the different variety of foods and crafts and the different cultures they originate from	3 Years
			Promote the varied food offer available.	1 Year
			Allow stall to be used by Norwich Youth Enterprise to help develop new business.	2 Years
Theme 10	Objective	Key strategic outcomes	Key actions	
Environment	To provide a good and safe environment for visitors and increase opportunities for reducing waste and increasing recycling	<ul style="list-style-type: none"> • a modern, clean environment for both market traders and customers is established • The aim of becoming a 'green market' is achieved • The market is seen to deliver sustainability with a 'local' outlet for goods and encourage reduction in 'food miles' • The market space is used by customers and visitors to dwell 	Actively working with traders to create a 'green market' where waste is minimal and recycling is the norm	1 Year
			Develop safe and clean environment	1 Year
			Explore the potential for more local produce on the market and encourage producer involvement	2 Years
			Actively ensure traders keep their areas clean and presentable	1 Year
			Undertake a review of the waste management policy in order to ensure an effective and efficient system thereby introducing a strategy to create a high % of recycling	1 Year

Theme 11	Objective	Key strategic outcomes	Key actions	
			annual statistic) <ul style="list-style-type: none"> • Regular review of the risk assessment for the markets and amended where necessary • Actively develop the market's open areas to help in the creation of a space where customers and visitors can and will dwell 	1 Year 5 Years
Educational liaison	To liaise with educational institutions and assist in providing produce and business awareness	<ul style="list-style-type: none"> • Awareness is raised of where and how produce is produced/grown and awareness of seasonal variations, food miles etc. • Relationships in place with educational establishments to support business and waste management studies • Market is used by college students for "real life" learning about business management through the use of a market stall 	<ul style="list-style-type: none"> • Actively develop the current liaison with the University of East Anglia and local colleges to support educational programmes involving the business and community sector • Actively encourage school/college visits and/or talks to demonstrate the food trail • Develop links with other educational centres where the market experience will assist students • Encourage schools to carry out projects around the market and have presentation sessions with a selective audience • Make a stall available for use by educational institutions to develop business plans and enable practical experience of running a small business • Introduce a competition for educational institutions for business, innovation and presentation which is initially market based 	5 Years 5 Years 5 Years 5 Years 5 Years

Theme 12	Objective	Key strategic outcomes	Key actions	
Food and health	To promote a healthy lifestyle through good food knowledge.	<ul style="list-style-type: none"> • Fresh fruit and vegetables available at least five days a week • Fresh fish and meat available at least five days a week • Healthy options on all stalls and provision of specialist foods e.g. gluten free diets etc. • The market monitors and introduces some control on goods offered which are harmful to health 	<ul style="list-style-type: none"> • Liaise and work with interested groups and educational institutions on the promotion of healthy foods and living • Run a 'Healthy Living Market' every year • Ensure compliance with the market regulations which require that a healthy offer is available at least five days a week • Actively promote healthy food options • Carry out a monthly 'shopping basket' exercise of healthy foods against selected supermarkets and publish findings • Annually review market regulations on the control of goods thought to be harmful 	<p>5 Years</p> <p>5 Years</p> <p>5 Years</p> <p>5 Years</p> <p>5 Years</p> <p>5 Years</p>

Challenges, threats and risks to the strategy

The strategy is designed to explore new ideas, plans and opportunities as they arise to enable economic sustainability to be achieved. By learning from the past, but not living in it, new initiatives can be developed. The following points in relation to challenges, threats and risks have to be taken into consideration and should be reviewed on a regular basis as these will change throughout the life of the strategy

Challenges	Threats	Risks
Changes in the economic climate.	Major developments e.g. new city centre shopping with retail and food but little connectivity to the market.	Unable to sustain the market due to lack of budget etc.
Changes in 'shopping habits' of the customer.	Development of new major city outlets for food and eating and development of 'pop up' bars and eateries.	Changes in local council policies.
Digital developments in relation to business and business transactions	Ease of travel to central London and major shopping areas.	Failure to efficiently manage the running of the market.
Changes in the climatic conditions and effects on trade.	Lack of new traders and retirement of older traders leading to a lack of variation in offer.	Failure to have policy in relation to balance of goods that results in loss of traders and diminishes size of market thus reducing the attraction.
Changes in legislation or regulatory control.	Being able to respond to competition from other value retailers in the city, thus creating a market that can offer something the customer wants.	Changes in European law.
Recruitment of new traders to the markets industry.	Being unable to attract new customers due to changes in ages and society.	Failure to recognise the different demographic profile of the market and changes that occur in the week.
Creation of a comprehensive communications plan that encompasses all aspects of communicating with all stakeholders in the markets and having the necessary consultation with them.	Being unable to recruit new traders and attain a good variation in goods offered for sale.	Failure to attract the local population to shop and support the market.
Establishing a fee structure that makes the markets sustainable but does not rise excessively.	Stalls not being fit for purpose.	Failure to attract tourists, a very important part of the local economy.
Creating an attractive inviting market that people would want to visit regularly.	Stalls unfit to provide suitable trading conditions.	Excessive charges on traders.
Creating an entrepreneurial partnership between the council and the traders		Insufficient council investment to create sustainability and return
Establish loyal customers to support and promote the market.		Failure to take any action and thus allow the market to simply carry on as at present and continue to decline.
Having total 'buy in' from traders over potential changes across the market and to develop the above partnership.		
Establishing finance and resource for market initiatives which will create new traders.		
Establishing finance for developments, improvements or alterations.		

2014/15 Trading operations year ended 31/03/2015

	Markets	£
Employees	54,362	
Premises	247,827	
Transport	155	
Supplies & Services	12,691	
Agency	40,630	
CDS	43,187	
Capital	267,046	
Gross Expenditure	665,898	
CDS Adjustment	0	
Bad Debt Provision	(2,753)	
Other Grants Reimbursements & Contributions	0	
Customer & Client Receipts	656,239	
Interest	62,573	
Recharges	0	
Gross Income	716,059	
Net Expenditure	(50,161)	