



12.2 SOUTH MELBOURNE MARKET STRATEGIC PLAN 2021-2025
- FOR ENDORSEMENT

EXECUTIVE MEMBER: KYLIE BENNETTS, GENERAL MANAGER, CITY GROWTH AND ORGANISATIONAL CAPABILITY

PREPARED BY: SOPHIE MCCARTHY, MANAGER BRAND AND STRATEGY

1. PURPOSE

1.1 To provide Council with the final draft South Melbourne Market Strategic Plan 2021-25 (**Strategic Plan**) and seek endorsement of the Strategic Plan from Council.

2. EXECUTIVE SUMMARY

- 2.1 Building on the Market's ongoing success as a shopping destination, meeting place and community hub, the South Melbourne Market (**SMM**) Management team and Advisory Committee has developed a strategic roadmap for the next 5 years to put the Market in the best position to tackle the challenges ahead.
- 2.2 This Strategic Plan (**Attachment 1**) outlines the key strategic priorities for the SMM Committee and Market Management team, alongside its business as usual activities to secure a bright and prosperous future for the Market, its traders, the local economy and community. This in turn will build a trusting and loyal customer base that has a safe, joyful and rewarding experience every visit. Importantly it will also seek to address the impact the SMM has on ratepayers with respect to the financial sustainability of SMM operations.
- 2.3 The draft Strategic Plan was endorsed by Council in the Council Meeting of 5 May to undertake broad community consultation, and this has been conducted in-line with standard Council process.
- 2.4 The community and trader feedback has been reviewed and summarised in the Draft South Melbourne Market Strategic Plan Community Consultation Summary Report (**Attachment 2**) and the full report of community feedback is also attached providing all detailed responses (**Attachment 3**).
- 2.5 Key themes from the consultation have been reviewed and some minor amendments to the draft have been made to more accurately represent the community and traders' expectations of Market Management as custodians of the Market.

3. RECOMMENDATION

That Council:

- 3.1 Thanks those members of the community and South Melbourne Market Traders who have provided feedback through the community engagement process.
- 3.2 Endorses the South Melbourne Market Strategic Plan 2021-25 as outlined in Attachment 1 of this report.
- 3.3 Authorises the Chief Executive Officer to make any minor editorial changes required to publish the Strategic Plan.



4. KEY POINTS/ISSUES

- 4.1 The Market is a valuable and important community asset in Port Phillip and needs to continue to provide the best visitor experience for those who visit and remain a benefit to our residents. The Strategic Plan establishes a direction for the future of the Market to ensure continued success and outlines measurable goals to achieve this success.
- 4.2 Management of the SMM is now informed by a Special Advisory Committee to Council that consists of three independent members with private sector and government experience in addition to two Councillor representatives (this Committee structure was altered in September 2020 by Council in response to changes to the Local Government Act 2020). The advice of this Committee is actioned by the Market Management team under delegation from Council and the Council's CEO.
- 4.3 There have been significant achievements made by the Market Committee and Management Team throughout the duration of the current Market Strategic Plan (which expires in 2021). Notably the past 12 months, have seen significant disruption as a result of COVID-19 and Government restrictions. Despite this disruption, the Market Committee and Management Team have worked hard to support traders and our community and have instituted measures to manage and mitigate risks associated with COVID-19. Progress against strategic priorities and business as usual activity at the Market is regularly reported to the Market Committee at their bi-monthly meetings. Advice is also provided to the Council at least annually through the Annual Report prepared by the Market.
- 4.4 The new Strategic Plan for the Market has been developed following a range of workshops and meetings including:
- 23 July 2019 – Strategic Planning Workshop with Market Management, Market Committee and Council
 - 20 August 2019 – Trader Strategic Planning Workshop
 - 23 February 2020 – Port Phillip Community Engagement Pop-Up
 - 30 June 2020 – Market Committee Strategic Planning Workshop
 - Bi-monthly Trader Meetings
 - Bi-monthly Market Committee Meetings
 - 27 January 2021 - Council Briefing
- 4.5 The Plan has also been informed by research studies including:
- SMM Work Scoping Study April 2019 (BCAWS)
 - SMM Existing Conditions and Opportunities Analysis Report June 2019
 - SMM Traffic Study Report January 2019
 - SMM Visitor Exit Interviews (6 monthly)
 - SMM Market Mix Strategy 2017
 - KPMG Presentation – Consumers and the new reality June 2020
- 4.6 Analysis of achievement against the current Strategic Plan has been undertaken, in addition to consideration of the changed operating environment and trading conditions that have occurred throughout 2020 as a result of COVID-19.



- 4.7 All feedback from the recent Community Consultation program has been presented to the SMM Committee and Market Management to ensure that they are aware of the sentiment of the community and traders relating to the key strategic priorities and this feedback is taken into consideration in future work.
- 4.8 Minor changes to the Strategic Plan, reflecting the feedback from the community and traders, includes:
- Page 10: Vision and Mission: We will move point 4 – being a trusted destination for quality, value, fresh and extensive offer – to point 1. This is the most important aspect of the Market to the community.
 - Page 15: Develop Sustainability Strategy: We will include a reference to setting KPI's for sustainability that are measurable and reported annually.
 - Page 17: The addition of an Asset Plan to the 'Improve South Melbourne Market Asset' Strategic Priority. The initiatives currently include delivering on a Compliance Plan, developing and implementing a Risk & Safety Plan and exploring opportunities in the NEXT Project. What is not featured is a 5-year Asset Plan that incorporates general improvements not covered under compliance or NEXT. This is being developed with the CoPP Assets team. The Asset Plan will assess assets of the Market and plan for future required upgrades.

5. CONSULTATION AND STAKEHOLDERS

- 5.1 Councillors (of the previous term) were informed of the Community Consultation program to support the development of the South Melbourne Market Strategic Plan 2021-25 in a Councillor Briefing on 2 September 2020.
- 5.2 A survey was developed to gauge the community's support for the key outcomes of the Market's draft strategic priorities. This was available to all community members on Council's *Have Your Say* webpage and was live from Tuesday 19 January to Monday 8 February 2021. Feedback was taken into consideration in drafting the final version of the Strategic Plan.
- 5.3 After endorsement by Council at the 5 May Council Meeting to undertake community consultation for the draft South Melbourne Market Strategic Plan, it was released for community consultation from 7 May to 23 May 2021. The engagement program was hosted on Council's *Have Your Say* online engagement portal and feedback was channelled primarily through a survey seeking feedback on the draft Strategic Plan. 68 responses were received.
- 5.4 Feedback was also captured through three pop-up sessions where community and traders were asked to provide feedback on the draft Strategic Plan's key strategic initiatives. We spoke to approximately 100 people over the weekend of 15 & 16 May at the Market and received high quality feedback through this engagement activity. A Trader meeting was held on Wednesday 19 May with approximately 24 traders in attendance.
- 5.5 The consultation was promoted via Council and the Market's communications channels, including Divercity, social media and e-newsletters.
- 5.6 Minor amendments to the draft Strategic Plan have been made based on the feedback from the community and traders (refer to 4.8).



6. LEGAL AND RISK IMPLICATIONS

6.1 N/A

7. FINANCIAL IMPACT

7.1 The Strategic Plan includes high level KPIs that Market Management will strive to achieve over the next 5 years. One of the key strategic priorities is financial sustainability with a focus on achieving an operating profit by 2022-23.

8. ENVIRONMENTAL IMPACT

8.1 The Strategic Plan outlines a plan to create a vision and strategy for sustainability at the Market. SMM is already a leader in sustainability and will endeavour to continue to lead the way in reduction of waste to landfill and environmental sustainability improvement.

9. COMMUNITY IMPACT

9.1 South Melbourne Market is a much-loved local community hub. This Strategic Plan focuses on ensuring a positive community experience for everyone who visits the Market. It also seeks to ensure that the Market adds to the vibrancy and sense of place for the broader South Melbourne community.

10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

10.1 We are growing and keeping our character: The Market is a much-loved Council asset and inner-city landmark.

11. IMPLEMENTATION STRATEGY

11.1 TIMELINE

11.1.1 May 2021: Community engagement on the draft Strategic Plan

11.1.2 May 2021: Review feedback from community and traders and make minor amendments to draft Strategic Plan.

11.1.3 16 June 2021: Final Strategic Plan presented to Council for endorsement.

11.2 COMMUNICATION

11.2.1 The final Strategic Plan, once endorsed by Council, will be available on the CoPP and SMM websites.

12. OFFICER DIRECT OR INDIRECT INTEREST

12.1 No officers involved in the preparation of this report have any direct or indirect interest in the matter.

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ATTACHMENTS

1. South Melbourne Market Strategic Plan 2021-25
2. SMM Strategic Plan Community Consultation Summary
3. SMM Strategic Plan FULL Community Feedback May 2021