



Annual Report 2018–19



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The South Melbourne area is marked as 'Nerre nerre minum' in one of the earliest maps of Melbourne in the 1840s. The Yaluk-ut Weelam clan of the Boon Wurrung camped at what is now South Melbourne Town Hall. It was rich in lagoons, such as Albert Park Lake, surrounding the drier height of Emerald Hill with a short distance west to today's coastline of Albert and Middle Park.

South Melbourne Market acknowledges the traditional owners of the land on which we are located, and respectfully acknowledges the Yaluk-ut Weelam Clan of the Boon Wurrung. We pay our respect to their Elders, both past and present. We acknowledge and uphold their continuing relationship to this land.



On behalf of the South Melbourne Market Committee we are proud to present the 2018-19 South Melbourne Market Annual Report.

During this period the Market, owned and operated by City of Port Phillip, underwent a governance restructure with a new Section 86 Committee appointed. The new Committee is responsible for overseeing the management and ongoing development of the Market to continue to promote and encourage use by residents, visitors and community.

We all feel incredibly privileged to have been selected to continue the great work of the past Committee and look forward to continuing to steer the

Market through the years ahead. The South Melbourne Market, through the hard work and dedication of the Traders and Market team, has continued to grow and explore new initiatives that have anchored the Market as an icon with our local community and well beyond. The new Committee plans to build on the terrific work done to date continuing to improve the physical and brand assets of the Market to ensure it remains a loved, local and an accessible marketplace for all.

On behalf of the Committee, we look forward to working with each of you to build on our collective social, environmental and economic outcomes.

Jo Plummer
Chair, South Melbourne Market Committee

Mark Edmonds
Interim Market Manager

Introduction

"The South Melbourne Market is a very important public place for social and cultural interaction both for the City of Port Phillip and the wider community.

Established in 1867, the Market is built on land made available under a Crown Grant for a general market. The buildings and associated infrastructure are owned and maintained by Council. It is Council's intention to retain and enhance the Market's unique position as a major civic space, one that is a

generator of community and social interaction, as well as being one of the Council's prime infrastructure assets. Council is of the view that it can be developed further as a place for the whole community to visit and belong, as well as a premier shopping destination.

The Market is an integral part of Council's long term financial sustainability and as such must continue to operate profitably and competitively."

South Melbourne Market Committee Charter,
September 2018



Hustle and bustle of Market life on Coventry Street

Pickadeli in the Food Hall



Governance

South Melbourne Market Committee

South Melbourne Market (the Market) is managed by a Section 86 Committee (Committee) of the City of Port Phillip (Council) under the Local Government Act. The Committee is responsible for the management and operation of the Market, including setting the long-term vision and strategic position of the Market; overseeing the execution of a commercially sustainable retail strategy; and overseeing the overall brand management for the Market.

In 2018 Council endorsed a new Committee structure with the following members:

- One independently appointed Chairperson
- Two independently appointed representatives
- Two Port Phillip Councillors appointed by Council

From July 2018 – March 2019 the committee members included:

- **Councillors** – Chair Cr Bernadene Voss; Cr Andrew Bond and Cr Ogy Simic
- **External/independent members** – Andrew Brough and Violetta Hartley
- **Council Officer** – General Manager Infrastructure and Amenity Fiona Blair and Director – Office of CEO Kylie Bennetts

From March 2019 to June 2019 the new committee members included:

- **Independent Chair** – Jo Plummer
- **Councillors** – Cr Bernadene Voss and Cr Marcus Pearl
- **Independent members** – Simon Talbot and Andrew Danson

Setting the long-term vision and strategic position of the Market; overseeing the execution of a commercially sustainable retail strategy; and overseeing the overall brand management for the Market.

Meeting Attendance Summary July 2018 to March 2019

Name	Position	Attendance
Cr Bernadene Voss	Appointed Member and Chair	4/4
Cr Ogy Simic	Appointed Member	4/4
Cr Andrew Bond	Appointed Member	4/4
Violetta Hartley	Independent Member	4/4
Andrew Brough	Independent Member	4/4
Kylie Bennetts*	Director – Office of the CEO	4/4

Meeting Attendance Summary March 2019 to June 2019

Name	Position	Attendance
Jo Plummer	Independent Chair	1/1
Cr Bernadene Voss	Appointed Member	1/1
Cr Marcus Pearl	Appointed Member	1/1
Simon Talbot	Independent Member	1/1
Andrew Danson	Independent Member	1/1

* From March 2019, with the commencement of the new Charter and Committee structure, the delegated Council officer is no longer a voting member of the Committee.



Market Imports colourful display in Aisle B

Governance



South Melbourne Market Charter

The Committee and Market Management utilise the South Melbourne Market Committee Charter (Charter) to guide their management decisions.

The purpose and objectives of the Committee, as outlined in the Charter, are to:

- position the Market as the premier Village Market in Victoria, one that is recognised as being vibrant, diverse and unique and that is sustainable for traders and the City of Port Phillip;
- promote the Market and encourage its use by residents, visitors and the community; and
- oversee the management and operation of the Market in accordance with the terms of this Charter and Council's Strategic Plan, policies and programs.

The Committee meets at least six times per year, and each member of the Committee has one vote. The Market Manager and a Council Senior Officer also attend meetings of the Committee to observe and provide advice as required, but are not members of the Committee or entitled to vote at any meeting of the Committee.

Market Management

The daily operation of the Market is managed by 10.6 FTE staff looking after key areas such as licencing, operations, marketing, events, administration, customer service and the cooking school.

This team is passionate about the Market, and are proud of their achievements outlined in this Annual Report, and look forward to working with the new Committee to continue the great work that is underway and planned for 2019-20.

The strategic and operational direction of the Market is also aligned to Council's six strategic directions for 2017-2027:

- We embrace difference and people belong.
- We are connected and it's easy to move around.
- We have smart solutions for a sustainable future.
- We are growing and keeping our character.
- We thrive by harnessing creativity.
- Our commitment to you: A financially sustainable, high performing, well governed organisation that puts the community first.

Further information on the alignment to Council's strategic direction can be found on page 35.



South Melbourne Market Management team

Top L-R: Sophie McCarthy, Meagan Scott; Middle L-R: Karolina Wojtasik, Erin Quin, Michelle Crook; Front L-R: Vicki Bremner, Ross Williamson, Leeyong Soo.

Absent: Adam Mehegan, Anu Chandra, Elissa Howard, Mark Edmonds, Victoria Niewalda, Ceyda Sami



Frank's Quality Fruit & Vegetables

Market – corner
York and Cecil Streets



South Melbourne Market Achievements at a Glance



145
SIMALL
BUSINESSES

Home to 145 passionate
small businesses with
99% occupancy



22.8
TONNES

of fresh produce
donated to
SecondBite by
Market traders



6
NEW STALLS
OPENED



87%

of Port Phillip
residents think
the Market is
a significant
benefit to them



8.5%
INCREASE IN
visitor numbers

WEBSITE
TRAFFIC
INCREASED

**7%**



Milk bottle
recycling
commenced



547
VULNERABLE
community

members enjoyed
A Beautiful Food Experience
thanks to our Cecil Street
restaurants generosity

SAY
NO
TO STRAWS
CAMPAIGN
LAUNCHED

Rainwater usage
INCREASED BY
43% 

★★★★★
76%

of Port Phillip
residents have
visited the Market
in the past 12
months; of these
residents 89%
rate the Market
as very good/
excellent.



256
TONNES

of organic
waste diverted
from landfill
and processed
onsite into
fertiliser


FREE
public wi-fi
INSTALLED



2015-20 Strategic Plan

The 2015-20 Strategic Plan outlines our vision and commitment for the Market and sets our strategic priorities for 5 years. It remains at the centre of our business planning processes.

Our Vision

"To be known as Melbourne's favourite market, a unique destination that celebrates local, is sustainable and inclusive, and a place that is trusted and loved by the community. We are the quintessential Village Market."

Our Mission

The South Melbourne Market will achieve our Vision by:

1. being accessible and inclusive for the whole community;
2. embracing and curating all that is local – including small businesses, product, designers and suppliers;

3. remaining a loved, happy, quirky and experiential destination - full of moments of surprise and wonder;
4. being a trusted destination for fresh, organic, free range and whole food;
5. continuing to be environmentally and economically sustainable – a financially secure urban garden experience, living and breathing green.

Key Strategic Actions 2018-19

Some of the key projects in the 2015-20 Strategic Plan that were completed in the 2018-19 financial year include:

- Sustainability: The Market's Operational Sustainability Program is ongoing, with more sustainable initiatives introduced including:
 - Say No to Straws
 - Milk bottle recycling
 - Soft plastic recycling
- Compliance: A review of the Market's compliance including DDA compliance was completed and is being reviewed as part of the overall asset management plan.
- Mix Policy: The Market continues to review the stall mix, offering assistance in visual merchandising, and undertaking market research to curate the Market to meet the community's expectations.
- Governance review: During 2018-19 there was a review of the governance structure of the Market, with a new Charter established, and the introduction of a new skills based Committee with the relevant experience to enhance the strategic vision and decision making powers delegated to it from Council.

2020-2025 Strategic Planning

The Committee and Market team have commenced the background work to develop a robust and exciting Strategic Plan to guide the Market through to 2025 and beyond.

Valuable input into designing the 2020-2025 Strategic Plan will be sourced from some recent studies that have been undertaken on behalf of the Market including:

- Existing Conditions and Opportunities Analysis
- South Melbourne Market and surrounds Traffic Study
- South Melbourne Market Compliance Review
- Extensive community consultation

The following consultation will be taking place in 2019-20 to ensure that all stakeholders of the Market can provide input into this process:

We look forward to working with the Market community to continue to make South Melbourne Market the best market in Melbourne.

Pieno di Grazia
in the Food Hall



Market Traders

Welcome

In 2018-19 the Market licenced the following stalls to join the family:

- South Melbourne Poultry – July 2018 – supplier of premium free range, organic, hormone and chemical free chicken and poultry products (formerly Chicken Johns);
- Mabu Mabu – October 2018 – Dips, sauces and curry pastes using native herbs and vegetables (formerly Kalaparee Olives);
- Pieno di Grazia – October 2018 – Italian influenced café and pizza eatery in Food Hall (formerly Store 6);
- La Central – December 2018 – Spanish deli and bodega (formerly Boisdale Best);
- The Village Juicery – March 2019 – health and wellbeing juice and smoothie stall (formerly Happy Place by Lola Berry);
- La Sierra – March 2019 – specialising in Alpaca fibre clothing and accessories (formerly Stone, Glint & Bone);
- Dyad Artisans – April 2019 – featuring collaborations between designers, artisans and makers in Iran and their contemporaries in Australia and worldwide (formerly Hew).

Congratulations

In September 2018 the Simply Spanish team took out the coveted World's Best Paella Outside Spain award for the second time in three years, at the world Paella championships, the Concurso Internacional de Paella, in the Spanish city of Valencia.

A first for retail seafood in Australia – in March 2019 The Fish Shoppe achieved Marine Stewardship Council (MSC) Chain of Custody. MSC certifies fisheries that harvest only from fish populations that are healthy and productive; a balancing act between how many fish are caught and how many are left to breed for another season. Having the MSC blue fish label easily identifies that seafood has been caught or harvested sustainably.

Vale

We were saddened by the loss of much-loved Market traders in 2019.

Darren Johnson (K&L Poultry) passed away on Wednesday 19 June, after a long battle with cancer. Darren's father Alan Lance Johnson, the patriarch of K&L Poultry, passed away on Friday 5 July 2019 following a long illness. K&L Poultry is now run by Darren's son Chris and the Johnson family.

Gary Yodgee, owner of Yodgee Footwear, passed away suddenly on 12 June 2019. Yodgee Footwear is now operated by Gary's son Luke.

A first for retail seafood in Australia
– in March 2019 The Fish Shoppe achieved Marine Stewardship Council (MSC) Chain of Custody. MSC certifies fisheries that harvest only from fish populations that are healthy and productive; a balancing act between how many fish are caught and how many are left to breed for another season.

La Central Spanish Deli & Bodega located on Coventry Street



Josh and Renee with their MSC blue fish label

Sweet treats around every corner

Customer and Community Insights

76% of Port Phillip locals surveyed in the Council Community Satisfaction Survey told us that they had visited the Market in the past year, while 33% had also attended the South Melbourne Night Market. Of those that had visited the Market, 89% gave it a positive rating, while 87% of all respondents agreed that the Market was a significant benefit to residents.

Based on the Market's six-monthly exit survey of shoppers, the frequency of visitation remains in line with the past two years with a yearly average of 41 visits.

Fresh produce / Grocery / Food shopping remains the primary reason for visiting the Market for 55% of respondents.

Overall, 91% of respondents rate the South Melbourne Market's products and services on offer as Very Good / Excellent.

Visitor Rating

The Market is becoming a popular attraction to the tourism market, as well as the local community, and is rating very well on the three main platforms:

Platform	Rating	Reviews
Google	5 stars	8,061 reviews
Yelp	5 stars	982 reviews
Facebook	5 stars	2,731 reviews

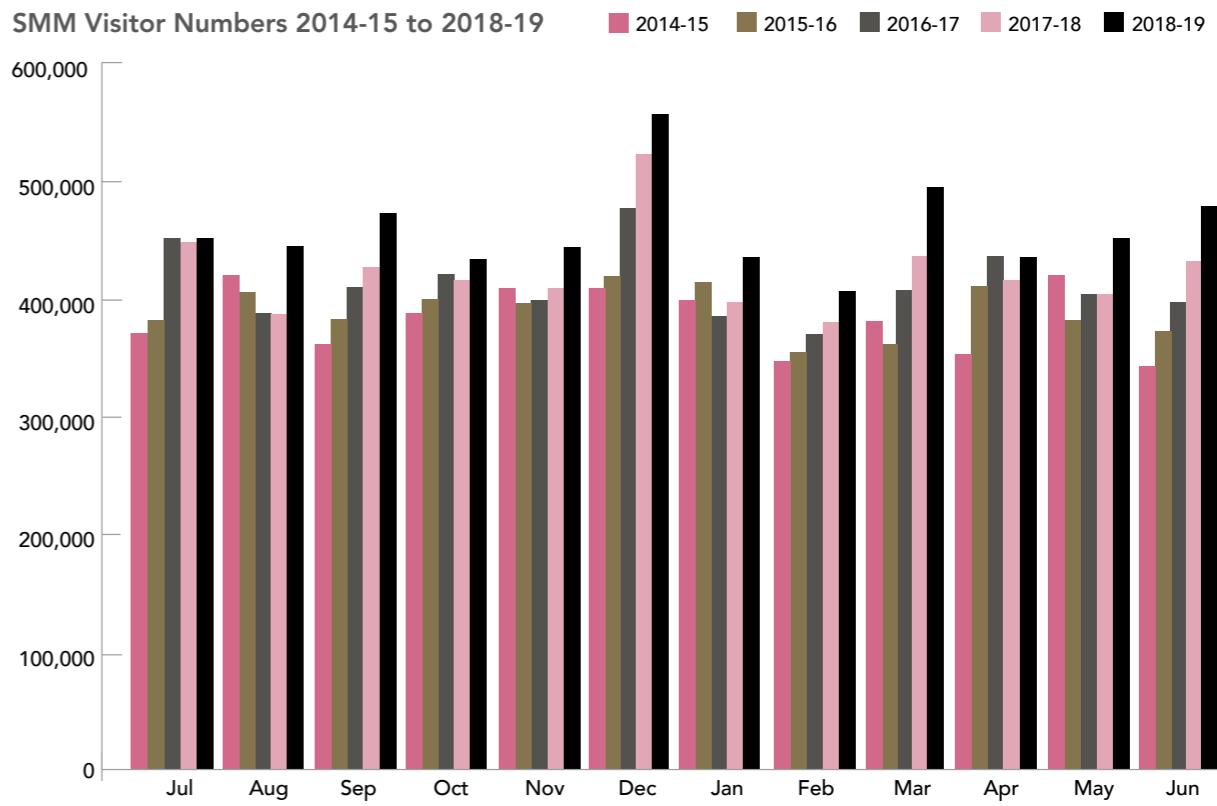
Market Visitation

The Market records visitor numbers and traffic data entering and walking around the Market. In 2018-19 the Market welcomed a record number of 5,567,704 visitors, an increase of 8.5% on visitor numbers from 2017-18.

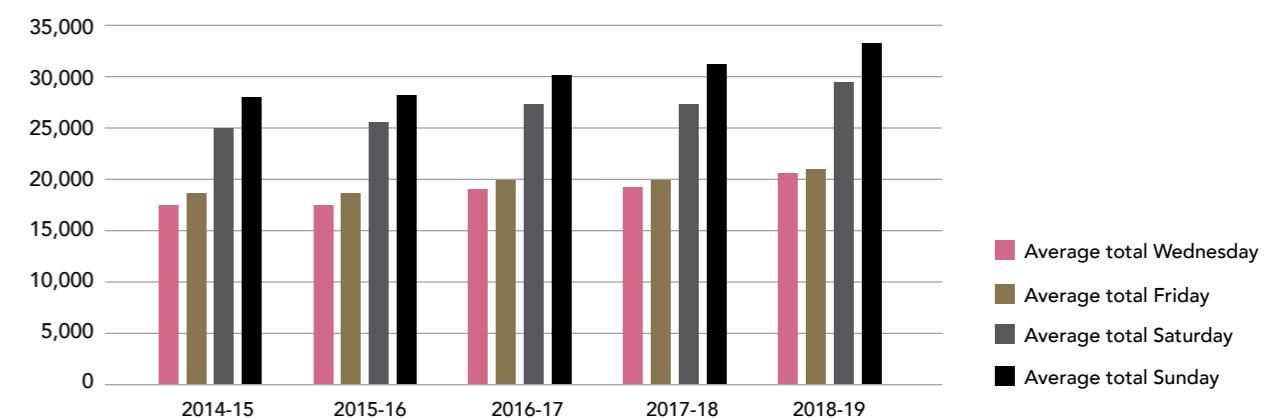
The busiest month on record was December 2018 with 564,858 visitors, an increase of 6% on December 2017, the Market's busiest month in 2017-18. (refer to graph Annual Visitor Numbers by Month).

As the number of trading days per month varies, we also track the average visitor numbers by trading day (Wednesday, Friday, Saturday & Sunday). These figures show that visitors on each trading day have increased by an average of 7.6% from 2017-18 to 18-19.

Since 2014-15 the trading day average visitor numbers have increased by 17.7% (refer to graph Average Visitor Numbers by Market Day).



Market Day Averages





Rainwater is used by florists in the Market

Environmental Impact

The Market is passionate about protecting our environment, and continues to implement sustainable initiatives to reduce our footprint through reducing waste, improving recycling and supporting traders make a difference.

Measuring our Sustainable Success

Measure	2017-18	2018-19
Food collected by SecondBite (kg)	32,146	22,800
Meals provided from this food	64,000	50,000
Potable Water Usage (kL)	24,246	25,670
Rainwater Usage (kL)	3,738	5,363
Solar Power Usage (kWh)	48,000	48,118*
CO2-e avoided (t)	52.2	49
Organic Waste to Gaia Machine (t)	272	256
SoilFood Output from Gaia Machine (t)	67	54
Green waste to Vermicompost (m3)	400	400
Glass collected for recycle (t)	28	25
Glass Remanufactured (t)	22	20
Cardboard recycled (t)	230	245
Trees saved due to Cardboard Recycling (#)	3,914	4,163
Oil Waste collected from Market (l)	16,160	15,850
Biodiesel made using Market Oil (l)	9,696	9,510
Polystyrene (t)	3.69	1.703
CO2 emissions saved (t)	5.17	tbc
Milk bottle recycling (t)	N/A	1.713
Shells recycled (m3)	**17	94.5

* Due to commencement of solar panel installation, data was not recorded in June 2019 so we have taken the figures from June 2018 to give a more realistic 12-month figure.

** Commenced shell collection March 2018

Environmental Impact



Shell Recycling

In March 2018 South Melbourne Market and The Nature Conservancy teamed up on a shell recycling project to help rebuild the lost shellfish reefs of Port Phillip Bay.

Once upon a time, our beautiful Bay was full of shellfish reefs. Today, as a consequence of past over fishing, poor water quality and increased sediments, the shellfish ecosystems that were previously thought to occupy up to half of Port Phillip Bay's seafloor are now considered an 'ecologically collapsed' ecosystem.

In an effort to restore some of these precious ecosystems, The Nature Conservancy collect mollusc shells recycled from our seafood traders,

restaurants and at our Port Phillip Mussel & Jazz Festival, and use them in an innovative project to re-establish mussel and oyster reefs at Wilson Spit Reef (Geelong Arm) and Margaret's Reef (Hobsons Bay).

Mussel, oyster and scallop shells are collected in large black bins at the Market, picked up weekly by Geelong Disabled People's Industries, and taken to a site on the Bellarine Peninsula. Here they are left to cure through sun and wind exposure for six months to ensure there are no diseases or pathogens.

This year we processed 94.3 cubic metres of shells to assist The Nature Conservancy rebuild the reef.

Sustainable initiatives introduced in 2018-19 include:

Say No To Straws: The Market banned the sale and use of plastic straws from 1 December 2018 in their Stay No To Straws campaign. Visitors were encouraged to ask for their drink without a straw and traders wanting to provide straws asked to supply recyclable paper or bamboo straws or reusable metal straws.

Milk Bottle Recycling: In 2018 the Market implemented a recycling initiative to convert plastic HDPE bottles into pipes, pallets and decking boards. The milk bottles from all our traders are compressed and bailed in the Mil-Tek 2205 machine, capable of crushing and baling over 50kg of milk bottles in one hit, the equivalent of 1,000 milk bottles per load.

Soft Plastics Recycling: In 2018 the Market reconditioned an existing polystyrene baler onsite to be used for baling soft plastics. Figures not available for 2018-19.

Sustainability at the Market

Rain Water: The Market's 500,000 Litre rainwater tank, located in the York Street car park, collects water from the rooftop car park that is then used for wash-down applications, by florists and to flush the toilets.

Solar Power: The Market has a 34kW PV solar panel system installed on the roof of the car park, giving the Market a financial power reimbursement, and an annual reduction of approx. 60 tonnes of CO2 emissions.

Organic Waste Recycling: The Market's green waste is taken to a farm on the outskirts of Melbourne where it is fed to millions of worms. This nutrient-rich vermicompost contains minerals and a highly active biological mixture of bacteria and enzymes that are beneficial to plant growth. The Market sells this vermicompost as an organic fertiliser called Market Magic.

For the remainder of the organic waste, it is processed onsite by the GaiaRecycle machine, converting it to SoilFood™. SoilFood™ is rich in concentrated nutrients and makes an excellent high-nitrogen, slow release plant fertiliser. Waste that is processed in the Gaia includes coffee grounds, fish offal, prep waste from restaurants and cafés, left over waste from customers, deli waste, bread, high acidic products such as citrus, pineapples, onions and more.

Milk bottle bale bound for recycling



SoilFood™ and Market Magic made from Market organic waste



Say No to Straws Marketing Campaign



Glass: The Market has an onsite bottle crusher where 100% of the glass at the Market is crushed for recycling. The more glass that is recycled and crushed, the more CO2 emissions are reduced.

Oil: The majority of oil collected from the Market gets turned into biodiesel which fuels the vehicles owned by the company that collects the oil.

Polystyrene: All polystyrene boxes are compacted at the Market in the poly-compactor and made into polystyrene bricks. This reduces the volume of polystyrene by 98%. The compressed bricks are collected and then melted and remoulded into different plastic products including CD cases, coat hangers, picture frames, toys, and office supplies sand is also used to manufacture wood alternative products such as interior decorative mouldings.

Food Collection: SecondBite collected over 22,800kg of fresh food from the Market in the last financial year. This equates to nearly 50,000 meals to those in need from the South Melbourne Market alone. The biggest proportion of donations is vegetables, making up 50% of the fresh food, with fruit making up 26%. SecondBite work with over 1,200 community food programs across Australia to redistribute rescued food to those in our community who need it most. The organisations they work with make a real difference to peoples' lives, providing food, support, hope and friendship.



Market Asset Improvement Program

Enhancements to the Market

A program of enhancements to the Market have been carried out through the 2018-19 financial year ensuring the Market is operating in the safest and most effective way for the community.

Safety Actions

A number of initiatives have been actioned to improve safety across the Market, including:

- Traffic management on Coventry Street to monitor pedestrian movements during fork lift unloading for fruit and vegetable stalls;
- Mirrors installed for forklift drivers to improve safety;
- Handrails and barriers in roof top carpark;
- Review of people movement to look at identifying congestion points around the Market;
- Installation of additional barriers to prevent accidental or intentional vehicle incidents.

Improvements to stalls

The refurbishment of existing stalls is part of a market-wide program of reinvestment. The Market has engaged visual merchandising consultants to assist stallholders to better showcase their products and services, making for a more enjoyable customer experience, whilst maximising potential sales for stallholders.

The key objective has been to ensure changes are more aligned with the current expectations of the South Melbourne Market customer while

maintaining the market feel. These improvements range from a minor stall refresh and visual merchandising enhancements, to more significant renovations and fit-outs depending on the age, products and style of the stall.

The Market has a capital budget to enable stalls to be upgraded to meet appropriate safety standards and to assist stallholders undertaking renovations. Works undertaken include carpentry, flooring and electrical works to make good tenancy shells, new roller doors, installing infrastructure to provide water and sewerage to stalls, upgrading electrical boards, improving lighting, changing signage, assisting with design, splitting stalls and contributing to fit-out where appropriate.

Improvement to public facilities

Food Hall improvements including:

- Heaters installed – replacement of gas heaters with electrical heaters, to be powered by increase in solar power;
- Improved Food Hall seating and increase in seating capacity;
- Courtyard upgrade with seating and umbrellas;
- Toilet screen added to separate the entrance of the toilet facilities from the stalls and aisle traffic;
- Shelves and hooks were installed in toilets for bags and other belongings;
- Lighting upgrade on Cecil Street – additional mood lighting added to the Cecil Street awning to enhance usability and experience of the outdoor seating.

Improvements to operational / back-of-house facilities

- Motorised shutter doors installed – motors were added to external entry points to enable easy opening and closing to reduce manual handling;
- Internal roller door installed at the Coventry Street end of the Centre Aisle to increase safety within the Market during non-Market days;
- Rooftop car park gate security was enhanced by extending the height of the entrance and exit gates;
- Sonar bird deterrent devices were introduced to reduce bird activity in the restaurant precinct, in addition to more pigeon spikes being installed around the Market to reduce bird nesting.

Improvements to connectivity

- WiFi installed throughout Market for public access.

A program of enhancements to the Market have been carried out though the 2018-19 financial year ensuring the Market is operating in the safest and most effective way for the community.

Market – corner York and Cecil Streets



WiFi campaign promoting free WiFi



Clare's Bears & Wares post refurbishment



Market brand imagery 'It's my pamper hour'

Website
The Market's website www.southmelbournemarket.com.au is used as a public-facing source of information about the Market. The site is mobile-responsive, with over half of users accessing the device from a smart phone or tablet. The community is kept up to date on Market traders, news and upcoming activities and events through the site.

18/19 **507,708 → 1.48 MILLION** **PAGE VIEWS**

Marketing the Market

Brand

South Melbourne Market continues to position itself as The Village Market – the local's place to shop, eat, drink and meet. The creative and communications aim to capture the breadth of cultural and demographic diversity as well as the myriad of reasons that our community is drawn to the Market.

Media

The Market has a mix of traditional, digital and social marketing methods which work together to increase brand awareness and promote the Market's activities. Advertising is targeted in line with the results of market research, with the primary focus being on the local community and our regular shoppers.

- **Traditional includes:**
 - Press advertising (local, street and mainstream)
 - In-Market promotion (posters and signage)
 - Direct Mail to key catchment areas
 - Radio
 - Outdoor (billboards)
 - Joint promotions with stallholders, Council and community organisations
- **Digital and social includes:**
 - Database marketing (via e-newsletters)
 - Social media advertising (targeted)
 - Video content creation
 - Content dissemination via websites and social media platforms for:
 - South Melbourne Market
 - South Melbourne Night Market
 - SO:ME Space

Public Relations

The Market engages a PR consultant to promote general Market news, as well as dedicated campaigns that focus on traders, special events and important retail periods like Easter and Christmas. This continues to see increased exposure via suburban, metropolitan and national media, generating awareness and many new visitors to the Market. Individual publicity campaigns over the last year have included:

- Sustainable September 2018
- Say No To Straws Campaign 2018
- Christmas 2018
- South Melbourne Night Market Jan-Feb 2019
- Port Phillip Mussel & Jazz Festival 2019
- Easter 2019

Market E-Newsletter (EDM)

The Market sends monthly electronic mail to promote upcoming events and news to a Market database of over 45,000 subscribers, and promote upcoming cooking and master classes in The Neff Market Kitchen to a database of over 40,000 subscribers.

EDM is an integral part of the marketing plan as the databases are owned. Both audiences have a higher than industry average open and click-through rate.

Competitions and Promotions

Competitions are used by the Market to further engage with shoppers and the community and to assist in the growth of the SMM database.

Competitions during the 18/19 period included Win 1 of 2 \$1,000 Market Vouchers; Win a \$300 Seafood Feast; and Win a Lekker X E-bike.

Social Media

Social media continues to be an important marketing tool for the Market. Both platforms continue to grow in following and engagement and provide us with an insight into our visitor's experiences. The platforms are also used for targeted advertising campaigns, competitions and brand awareness.

- **Facebook followers**
 - 34,654 June 2018
 - 38,532 June 2019
 - Increase in following 11.2%
- **Instagram followers**
 - 31,200 June 2018
 - 38,922 June 2019
 - Increase in following 24.8%
 - Total impressions: 2.7million
 - Increase of 266.1% (from 737,305 in 17/18)
 - Total reach: 1.5million
 - Increase of 220.6% (from 464,780 in 17/18)
- **SMM database**
 - Increase in following 13.3%
 - Average open rate: 25.8%
 - Average click rate: 3.6%
- **Neff Kitchen database**
 - Increase in following 36%
 - Average open rate: 21.5%
 - Average click rate: 3%



Experiencing the Market



La Sierra - Trader Profile

Opened in March of this year, La Sierra is SO:ME Space's newest permanent stall and is home to scarves, sweaters, gloves, throws and cuddly toys made from alpaca fibre. Owner Sophie Vatousios discovered super-soft, sustainable alpaca textiles during a trip to South and Central America and established La Sierra as a way to share them and her love of the region's culture with Australians.

Sophie has been involved with SO:ME Space since 2016 when she had her first pop-up stall in the space. The strong customer response and great community feeling of the Market struck a chord with Sophie and she continued to be a familiar face in SO:ME Space, returning for another pop-up and stocking her products at Theo the Label before opening her own stall.

La Sierra works directly with Indigenous artisans in Ecuador and Peru to help support their communities via their traditional craft and Sophie and René regularly visit the makers – and their alpacas – to maintain strong relationships with them as much as to oversee production and discuss new designs. Sophie says one of the brand's aims is to showcase the maker behind each product and to connect people to the place and to the face of the maker of each item they are taking home.

Passionate about sustainability and "slow" fashion, Sophie loves chatting with customers about her team of artisans and the qualities of alpaca fibre, which is snuggly and warm in winter but light and cool enough to wear in summer too.

Finding all the hidden treasures on a Market Tour

The Neff Market Kitchen



Market School Tours

This year the Market conducted 19 Sustainable Food Systems school tours. The tours visit a range of stalls, using their produce as a launch pad to explore the sustainability of our food systems, from how and where our food is grown, through to how we can transform our waste into valuable resources. The tours are a popular tie-in with the Year 9 *Biomes and Food Security Geography* unit and VCE Food Studies Unit *Food Issues, Challenges and Futures*, as they give the students the opportunity to see the theory of the class room in practice. The students love the passion of the traders, learning about the Market's organic waste management program, and trying a range of foods they may not have experienced before including oysters, which is always a great photo opportunity.

SO:ME Space

The SO:ME Space continues to be an important precinct within the Market that supports the incubation of new businesses. It is a key objective of the Market to nurture and support emerging businesses and locally designed products and this separates South Melbourne Market from other markets and in particular from other retail precincts and shopping centres. The SO:ME Space is a solid starting place to have an initial tenancy and is a low-cost place to test and trial new business ventures with a focus on sustainable and locally designed and/or made products.

Given the success of the space and in line with the Market Mix strategy, the SO:ME Space has been expanded in size to incorporate four surrounding tenancies into the precinct.

The Market is committed to long term sustainability and as a part of the Market's commitment to supporting the local community, the SO:ME precinct now houses a dedicated ongoing community stall which has been trialled with various retail activations. New tenants in the SO:ME Space include:

- La Sierra
- Wmen The Label
- Dyad Artisans

York Street Food

Through 2018-19 the Market continued to offer food trucks the opportunity to trade on York Street on a casual basis, on the proviso that they do not offer food that competes directly with that of the permanent stallholders. This creates a diverse array of meal options for customers as well as allowing food truck businesses to trial their offerings.

Long term pop-ups

The Market vibrancy is an important part of the unfolding customer experience, and a key part of this experience is created via a curation of rotational pop-up stalls throughout, including:

- Cannoleria
- Kitty Kat
- Coconut Revolution
- Spotty Dot
- Joy Cupcakes
- Alana Lewis Art
- Ammos

The Indigenous Torres Strait owned and run business, Mabu Mabu, was a new business that tested itself at the Market. We are proud that this is now a flourishing food and catering business that started at the Market.

Alana Lewis Art is another business which has thrived since starting as a pop-up in SO:ME Space and then occupying another pop-up in aisle B; Alana's physical presence at the Market allowed her to display her work and interact with customers, which led to various private commissions and invitations to show at galleries.

In addition, the Market collaborated on a short-term pop-up shop with the Red Cross, which supported the charity to raise funds and gain exposure within the South Melbourne community.

The Neff Market Kitchen

Over 2,400 participants attended The Neff Market Kitchen (TNMK) in 2018-19 with the cooking classes achieving an average occupancy rate of 96.6%, with 98% of participating rating their experience very good / excellent.

The number of classes held in TNMK increased by 8.5% on the previous year, with 65 Master Classes, 69 Cooking Classes, 29 Market2Table and 30 Kids Can Cook classes held. The range of classes offered in 2018-19 reflected the dynamic, changing trends of Melbourne's food scene: Argentinean has taken over from Mexican as the new favourite Latin American cuisine, with classes from San Telmo and Asado selling out quickly, while the ever-increasing interest in plant-based eating has seen a growing demand for meat-free classes.

In addition to the regular cooking school schedule, TNMK was used for a range of other events, including a Melbourne Rebels workshop addressing mental health in sport; saying goodbye to plastic with a sustainable beeswax wrap workshop; and Market trader, Field Barnes & Co showing their loyal customers how to transform their ethical eggs and cream into a delicious Greek galaktoboureko. TNMK was used for classes or other events over 300 times throughout the financial year, 128 of which were during Market hours.

This year the Market and the cooking school's sponsor NEFF agreed to continue their successful relationship for another term. As part of the agreement NEFF have started running tours of the Market for their corporate clients, taking them to visit food favourites such as Atypic Chocolate, Georgie's Harvest and Emerald Deli.



Port Phillip Mussel & Jazz Festival

Market Events and Activations

Market Major Events

South Melbourne Night Market

Running for its eleventh year, the 2019 South Melbourne Night Market took over the Market precinct with more seating and food options to cater for the growing popularity.

Designed to activate an otherwise quiet precinct on a non-Market day, the event attracts people from all over Melbourne through the summer months.

Open every Thursday night, from 10 January to 28 February, this year's South Melbourne Night Market featured over 30 specialty general merchandise pop-up stalls, 18 food trucks, four food marquees, six food carts, and many of the Market's regular traders also open.

As well as dozens of food options, visitors were entertained by two bands each night, featuring an exciting line-up of local and international musicians bringing indie, RnB, folk, pop, rock and Latin, to this much-loved twilight market.

The event was popular with local residents with 33% visiting in the 2019 season (Community Satisfaction Survey 2019), while overall satisfaction with the Night Market remained stable, and extremely positive with 95% giving a score of 4 or 5 out of 5 (Night Market exit interviews 2019).

The Market enjoyed one of its busiest weekends again during the Mussel Festival, with a 10% increase on visitor numbers from 2018, and an increase of 35% based on weekends on either side of the event.

This year the Market actively encouraged visitors to dispose of their oyster and mussel shells in the designated bins so they could be sorted and sent onto The Nature Conservancy to recycle back into the bay.

Port Phillip Mussel & Jazz Festival

South Melbourne Night Market



Port Phillip Mussel & Jazz Festival

The Port Phillip Mussel & Jazz Festival took place 9 and 10 March 2019 on Cecil Street at the Market.

Record crowds enjoyed feasting, dancing and celebrating seafood, all to the sounds of Melbourne's hottest jazz musicians. Sangria and piping hot mussel paella, wok cooked drunken mussels and craft beer, mussels cooked in a light buttermilk batter served with crispy cos lettuce and chimichurri were on offer, and artisan ice-cream and fun for the kids.

Some of Melbourne's top chefs and restaurants take part each year, as well as our own South Melbourne Market restaurants Bambu, Claypots Evening Star, Paco y Lola, Koy and Simply Spanish.

The event is popular and overall satisfaction with the Mussel Festival is extremely positive (88% giving a score of 4 or 5 out of 5). As expected, food is the main driver of visitation (70%), followed by live jazz (32%).

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Not-for-profit and Community Street Stall Activations

The Market has hosted a number of not-for-profit and community based pop-up stalls through 2018-19 including: The Men's Shed; Cancer Council Daffodil Day; Red Cross Red Shield Appeal; Polished Man; Soldier On; Story Pod Project, challenging gender inequality; Sacred Heart Mission; Reach Out; Project Ten; Dementia Australia; Salvation Army; MacKillop Family Services; and Crime Stoppers.

The Market has also donated prizes to local Port Phillip schools, kindergartens and charities for fundraising purposes.

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A Beautiful Food Experience
The Market's five Cecil Street restaurants – Köy Restaurant, Simply Spanish, Paco y Lola, Claypots Evening Star and Bambu - have banded together with not-for-profit start-up A Beautiful Food Experience to give back to the community, particularly people experiencing loneliness and isolation, by doing what they do best. They are preparing and serving beautiful food and offering a lunch experience free of charge.

In 2018-19, A Beautiful Food Experience and main partner Köy Restaurant linked with 22 Port Phillip Community Service organisations to host 7 lunches that provided 547 vulnerable community members with a lunch experience that was much more than a delicious meal. Each month they prepare restaurant quality meals for up to 100 people, and the A Beautiful Food Experience team is working towards making this scalable in other local community areas.

Market Events and Activations

Market Events and Activations

- **December**
 - Say No to Straws Campaign – The Market traders stopped offering plastic straws to reduce our plastic waste.
 - School Holiday program – Encouraging kids to get involved in cooking with our Kids Can Cook program, hosted on Market days.
- **January**
 - Sustainable September – A two-week long festival celebrating ways to live more sustainably.
 - Father's Day – On online promotion for gifts and experiences at the Market to celebrate Father's Day.
 - Live N Local – Live music at the Market as part of Council's Live N Local Festival
 - School Holiday program - Encouraging kids to get involved in cooking
- **February**
 - South Melbourne Night Market (see Major Events)
 - Australia Day – Social promotion / Market Open
- **March**
 - South Melbourne Night Market (see Major Events)
 - Lunar New Year – Traditional lion dances drummed and performed their way around the Market to celebrate Lunar New Year
- **April**
 - Easter
 - Children's Easter Egg Hunt
 - Free face painting
 - Easter Bunny
- **May**
 - Mother's Day: Sweet treats delivered to stallholders / online gift guide
 - Australia's Biggest Morning Tea: Fundraising event in support of Cancer Council Victoria. The event attracted over 100 guests with nearly \$3,000 raised
- **June**
 - Vinnies CEO Sleepout: The Market hosted St Vincent de Paul CEO SleepOut on the rooftop carpark, helping to raise money and awareness for the homeless

Monthly activations

Free Bike Repairs: The Market has teamed up with Back2Bikes to offer free bike tune-ups and spread the word about upcoming bike infrastructure projects and events in City of Port Phillip. This takes place on the fourth Saturday of each month, and commenced in September 2018.

Market Tours: The Market conducts guided tours on a monthly basis where participants get to sample the Market delights, meet specialist traders and have a Market adventure that is unrivalled and unforgettable.

Vinnie's CEO SleepOut on the rooftop carpark



South Melbourne Night Market

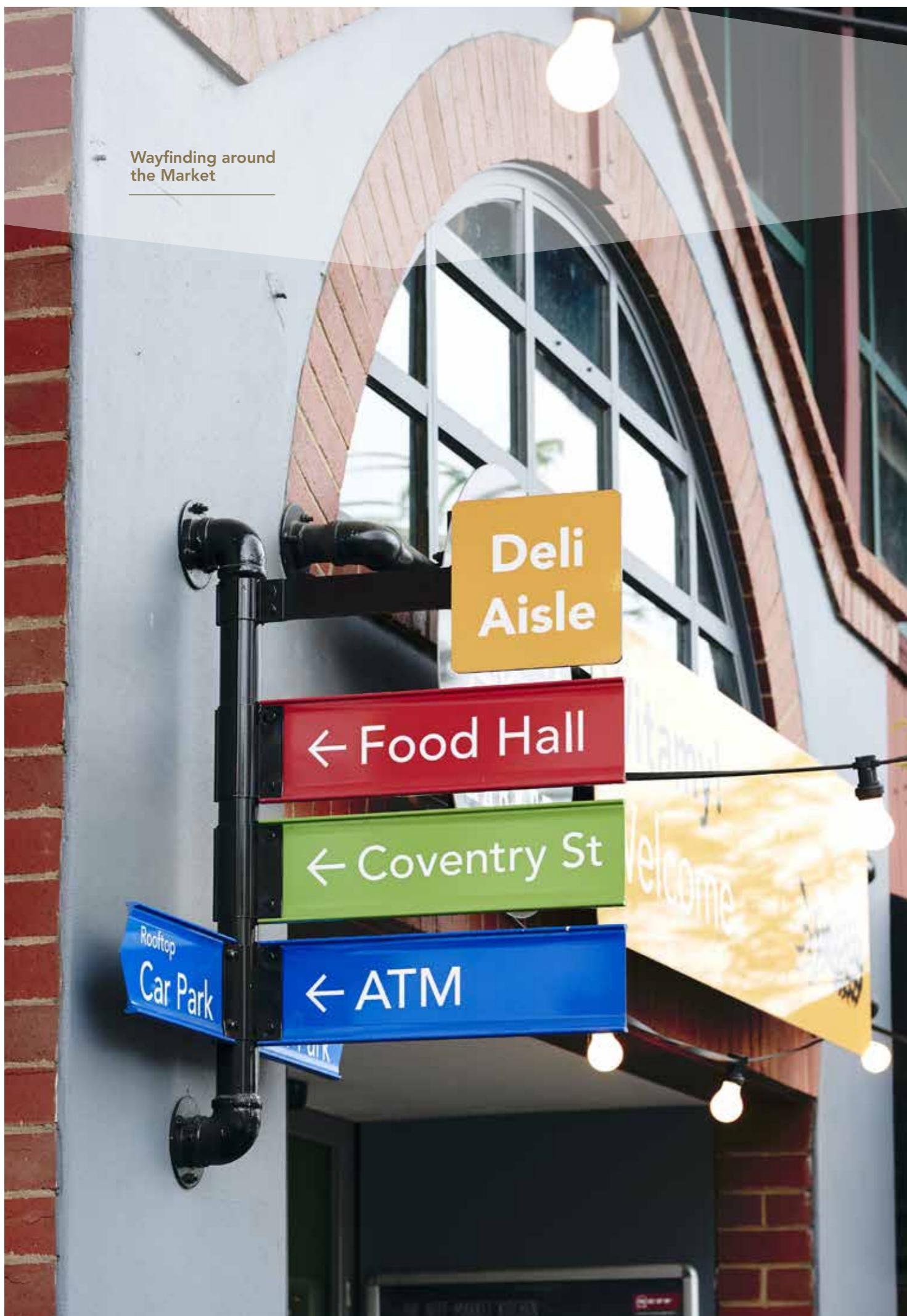


South Melbourne Night Market



Market Accessibility

Wayfinding around the Market



Physical Accessibility

The Market is easy to get to by bike with more bike parking racks installed during the year.

It is also easily accessible by car, with 274 car spaces on the undercover rooftop and 75 car spaces available in the York Street car park.

The Market also continues to offer two hours free on-site parking to all shoppers on Market trading days.

A lot of locals choose to walk, or catch public transport, with the No. 96 tram stop located behind the Market, and other tram and bus options on Cecil and Coventry Streets.

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Wayfinding

Maps are displayed throughout the Market in strategic locations and Market brochures are distributed to hotels, hostels and information centres throughout the CBD, City of Port Phillip and surrounding areas.

The Market is well signed with welcome signage and trading hours at all entrances, wayfinding floor graphics and hanging signage, and external branding. Together our signage works to increase visibility and disseminate important information to shoppers.

The Market has a colour-coded wayfinding system including hanging, floor and wall mounted signage to direct people around the Market.

Maps are also located throughout the Market to help those unfamiliar find their way around.

The Market Office continues to be a positive addition to our wayfinding strategy, with many shoppers asking for directions to stalls or how to find certain products or facilities.

The Market offers new residents to City of Port Phillip a free Market Tour to sample the delicious produce, meet specialist traders and orientate themselves around their new local Market. These tours are run monthly and are open to the community at a minimal cost of \$20.

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The Market's York Street Carpark



Wayfinding around the Market



Market brochures are distributed in the community





2018-19 Financial Overview

Commentary

Income was up 5% on last year as market stalls were nearly at full capacity and with increases in visitor numbers this is reflected in increased car parking revenue. The popularity of the NEFF Kitchen also provided increased income. Overall the Market made a small cash surplus.

Higher costs were incurred due to a requirement to increase security in line with recommendations around areas of mass gathering. This included installation of extra vehicle barriers.

Council, on behalf of the Market, also conducted three major studies during 2018-19 to provide input to the 2020-2025 Strategic Planning process.

These studies were:

- Existing Conditions and Opportunities Analysis
- South Melbourne Market and surrounds Traffic Study
- South Melbourne Market Compliance Review

The new Committee will use information gained through the strategic review process to seek additional revenue streams and cost recovery initiatives to continue to improve the Market's financial position.

Income was up 5% on last year as market stalls were nearly at full capacity.

South Melbourne Market Financial Report 2018-19

	2018/19 \$'000	2017/18 \$'000	Change	%
Income				
Licence Fees	6,366	6,094	272	4%
Parking Fees	581	579	2	0%
Cooking School Income	266	229	37	16%
Other Income	235	171	64	37%
Total Income	7,488	7,072	375	5%
Expenses				
Employee Costs	1,561	1,491	70	5%
Advertising, Events and Publicity	580	729	(149)	(20%)
Contract Payments	2,434	2,075	359	17%
Professional Services	842	195	647	332%
Utilities, Insurance, Taxes & Levies*	976	843	133	16%
Bad and doubtful debts	(1)	(33)	32	(96%)
Depreciation and amortisation	1,320	1,296	24	2%
Borrowing Costs	-	-	-	0%
Head Office Costs	130	124	6	5%
Other Expenses	122	140	(18)	(13%)
Total Expenses	7,964	6,860	1,104	16%
Operating surplus/(deficit) for the year	(516)	212	(728)	(343%)
Adjustments for non-cash operating items:				
Add back depreciation	1,320	1,296	24	2%
Adjustments for investing items:				
Less capital expenditure	(757)	(535)	(222)	41%
Adjustments for financing items:				
Cash Surplus/(Deficit) for the Year	47	973	(926)	(95%)



Alignment to Council Plan

The Market is aligned to the Council Plan and its six strategic directions for 2017-2027.

We embrace difference and people belong

The Market attracts visitors from all cultural backgrounds, and has a huge variety of global fare on offer. The Market traders also represent many nationalities and all enjoy sharing a smile and a chat with our visitors every day.

The Market supports cultural diversity through events and activations such as the Lunar New Year celebrations, Easter and Christmas, St Patrick's Day and Bastille Day.

The Market provides an inclusive atmosphere for the whole community, and has goods and services for all ages, religions and cultural and socio-economic backgrounds.

Everyone can find their own experience at The Village Market.

We are connected and it's easy to move around

The Market is easily accessible by tram, bus, bike and car. Two hours free parking makes it attractive to drive to the Market to pick up your weekly shopping. The information desk in the Centre Aisle allows Market staff to assist people with directions or any other issues, and the maps available at the Market Office or located around the Market also help to orient those unfamiliar with the Market.

We are socially connected via Instagram, Facebook and Twitter, as well as having a website full of information about the Market featuring all the traders, information about events and the Market operating hours which is particularly important at times like Christmas and Easter with extra trading days. The Market's new public WiFi is also a valuable addition to increase our connectivity.

We have smart solutions for a sustainable future

The Market continues to strive for a greener, more resilient future with a range of initiatives already in place to reduce the Market's impact on the environment.

In December 2018 the Market banned plastic straws with our Say No to Straws campaign.

This milk bottle recycling program now complements the rest of the Market's sustainable initiatives including: organic waste program; recycling water, polystyrene, oil, cardboard and glass; educating the community on environmental ways to shop via Market tours and Sustainable September program; and working with traders to improve their environmental footprint.

We are growing and keeping our character

The Market continues to attract more visitors each year and to cater for this there are operational and aesthetic improvements made on an ongoing basis.

Health and safety remains a priority for the Market for their staff, traders and the community who visit the Market. New stalls have opened and other stalls have renovated, supporting the Port Phillip community's changing demographic and reflecting the Market Mix Policy.

All changes and improvements at the Market are made ensuring that the Market's uniqueness, quirkiness, ambiance and eclectic character remain.

We thrive by harnessing creativity

The Market attracts a wide range of local creative businesses in SO:ME Space, the incubator space for new designers, artists and makers to bring their product to market and take the first step into retail.

The Market also had a strong events and activation program through the year to attract new visitors, and ensure their regular visitors were entertained and engaged. During 2018-19 the Market ran their 11th South Melbourne Night Market series, as well as the much loved 6th Port Phillip Mussel & Jazz Festival in March.

There is also regular seasonal promotions, festivals and school holiday programs.

Our commitment to you

The Market is committed to remaining relevant to the community by conducting regular market research to monitor the shopper demographic, frequency of visitation, reason for visit and shopper's views on the products and services on offer. This information, along with other research commissioned by the Market from time to time, will continue to inform the Market Mix Strategy.

The Market is also committed to providing an enjoyable, safe and inviting environment for Stallholders to choose to have their business, and for the community to shop, dine, meander, brunch, lunch and meet friends.

For any concerns that stallholders or the community have regarding the Market, the Section 86 Committee meetings are open to the public where questions can be put to the Committee. In addition, stallholders can make confidential presentations to the Committee.



THE VILLAGE MARKET

Wed 8am – 4pm
Fri 8am – 5pm
Sat 8am – 4pm
Sun 8am – 4pm

Corner Cecil & Coventry Streets,
South Melbourne, Victoria 3205
T. 9209 6295
smm@portphillip.vic.gov.au

