

Agenda Item	13
Report No	CIA/17/17

HIGHLAND COUNCIL

Committee:	City of Inverness Area Committee
Date:	19 June 2017
Report Title:	Inverness Common Good Fund Victorian Market, Inverness – Action Plan
Report By:	Joint Report by the Director of Development and Infrastructure and the Inverness City Area Manager

Purpose/Executive Summary

At the meeting of the City of Inverness Area Committee (CIAC) held on 3 March 2016, (http://www.highland.gov.uk/meetings/meeting/3659/city_of_inverness_area_committee/attachment/69902) Members agreed that:

- a Stakeholder Group including Local Councillors, businesses, traders and neighbouring traders be established;
- a Charrette-style 'Workshop' event be held;
- a report on options to engage a retail property in-house manager on behalf of the Inverness Common Good Fund be provided;
- a timeline to conclude these activities and consultations to be completed within a six month period; and
- a Seminar be held in order to establish the Committee's vision for the Victorian Market.

This report updates Members on the preparation of the above with the Committee being invited to approve the recommendations of the Victorian Market Stakeholder Group (the Group) to include the establishment of a Victorian Market Stakeholder Management Group and the engagement of a Market Manager on a three year Fixed Term contract.

Recommendations

Members are asked to:

- homologate the allocation of £8.5k for the provision of a Marketing Campaign;
- homologate the allocation of £9.5k for the provision of extended opening hours for the Market for a trial period;
- approve the Action Plan attached within **Appendix 2**;
- approve the proposed Management Arrangements described in **Appendix 3**;
- approve the Lettings Framework detailed in **Appendix 7**;
- agree to the Inverness City Area Manager taking necessary steps to provide for the Council to engage a Market Manager as detailed within **Appendix 5**;
- approve the establishment of a new Victorian Market Stakeholder Management Group as set out within the report;
- note that further update reports will be taken to Committee as required with an annual report being presented to the City of Inverness Area Committee to include the setting of an Annual Budget for the Victorian Market for the forthcoming Financial Year;
- note that Minutes of the new Victorian Market Stakeholder Group will be presented to the City of Inverness Area Committee for approval; and
- agree to the costs for the implementation of the report to be drawn from the Victorian Market Budget held within the Inverness Common Good Fund Budget for 2017/18.

1. Introduction

1.1 The Victorian Market (The Market) is an Asset of the Inverness Common Good Fund (the Fund) and is managed by the Council on behalf of the Fund. The Council is under a duty to ensure that Fund assets are managed efficiently and effectively to produce a Market Value rate of return. Council resources are targeted on:

- managing the tenancies so that they produce a Market Value rate of return;
- managing the daily operation of the Market through the provision of onsite Facilities Management Services; and
- ensuring that the fabric and structure of the Market is maintained.

1.2 The Group applied the above when considering how to address the challenges and opportunities that the Market offers. All the recommendations are based on the duty to ensure the long term sustainability of the Market as an asset of the Fund.

2. Membership and Methods

2.1 The Group implemented the decisions of the CIAC on 3 March 2016.

2.2 **Appendix 1** lists the current membership of the Group. The recommendation is that the new Victorian Market Management Group is constituted by the same representative sources.

2.3 Delivery of Group objectives

The first meeting of the Group took place on 29 August 2016. Discussions focussed on:

- **The Market as a Centre of Business** – A change to lettings policy may be required to ensure that the market contains/draws a broad range of businesses that complement each other and increase footfall to the City Centre.
- **Wider Benefits to the City and the Highlands** – The Market should be mapped as a year round destination for Tourists and Local Shoppers, and should be well promoted to cruise line passengers and the like.
- **Physical Improvements** – Access, Signage, Entrances, Opening Hours, and Shop fronts should be looked at, with a view to improving frontages and opening units' outwards where possible.
- **A Media partnership** should be encouraged once the Business Model is in place to ensure the public are aware of improvements being made.
- **Management and Events/Branding** – dedicated management would help deliver on the Action Plan. Clear targets could be set on a timeframe and this would include generating a consistent Brand for Marketing.

3. Workshop

3.1 The Group agreed that the best format for developing an Action Plan would be through a Workshop which was held on 7 November 2016. **Appendix 2** contains the report and proposed Action Plan. The workshop was facilitated by Kevin Murray of Kevin Murray and Associates.

3.2 The first part of the Workshop allowed for a reporting back on Traders views as well as what other Markets had achieved through change. Examples of where changes had not been successful were also given and in most cases failure was attributable to

not utilising unique qualities, often linked to trading mix or physical location. Group sessions followed, allowing Stakeholders to formulate their own group view of what a successful Market would look like.

- 3.3 Key Headlines - The Workshop concluded that the Market needs to be guided in the future by a coherent and comprehensive strategy to reach its aspirations as:
- a **valued and key asset in Inverness City Centre** that acts as a driver for change and investment;
 - a **recognised 'Victorian Market'**, with a well-defined identity in terms of its physical appearance, core offer and atmosphere;
 - a **location of choice for high profile Scottish brands**; and
 - a **destination of choice for locals and visitors alike**.
- 3.4 Direct operational management of the Market would be required to deliver an Action Plan.
- 3.5 To deliver on these goals, key moves that may be required include:
- developing a consistent approach to the appearance of the Market, including entrances and shopfronts;
 - creating flexible space within the Market to accommodate different activities and events that would complement and enhance the Market's regular offer, including adding facilities such as toilets; and
 - being linked to an active approach to attracting new occupants of the Market whereby producers and brands that are deemed to be a good fit with the Market's aspirations are pursued.
- 3.6 Experience from elsewhere strongly suggests that the following are important drivers for success:
- local produce is a key driver for many markets;
 - affordability of merchandise is critical to a regular user base;
 - attractive displays form an important part of the market experience for users;
 - events and festivities;
 - well serviced and promoted;
 - distinctive experience; and
 - used by locals and visitors alike.

4. Next Steps

- 4.1 It was recognised that the following organisations need to be involved in taking Action:
- The Highland Council – as the local authority with roles in planning, licensing, City Centre management, stewardship of the Fund and the Inverness City Centre Development Brief;
 - the Traders – need to view the Market as an asset and unite to join in with other City Centre Stakeholders in working together with Market Management to deliver on the Action Plan;
 - Business Improvement District – the Market is in the BID area, greater understanding of the benefits of the relationship is needed; and
 - Management role – direct management would bring a consistent approach to the Market's operation, and if there is a clear Vision and Strategy in place, implement the strategy with a focus on maximising the asset of the Market.
- 4.2 In addition to this, there needs to be collaborative action between stakeholders in the City Centre, to ensure that there is mutual benefit when decisions for change are

made. Improvement to the City Centre should benefit the Market and vice versa.

4.3 The attached diagram (**Appendix 3**) details the proposed management arrangements.

4.4 The Council

4.4.1 The CIAC decided to focus on the options for employing an in-House Manager.

4.4.2 At the core of any option will be a funding model to produce a sustainable income stream from this Fund asset. **Appendix 4** is a schedule of the income and costs associated with the operation of the Market.

4.4.3 In considering a view on what the Council could do, the Group was mindful of the need for specialist management which could deliver the Action Plan.

5. Stakeholder Group – Recommendations

5.1 Market Manager – **Appendix 5** details a Person and Job Specification. Resourcing the Post will be significant. If the post is approved, the salary grade will be determined through the job evaluation process. Other than the reporting structure, there will be no changes to the current Market Superintendent post as agreed with the Union.

5.1.1 **Appendix 6** sets out an initial Project Programme. Each element will be subject to a Business Case being prepared for scrutiny and agreement by the CIAC. It will be essential to consider a Framework for Management to support the Market Manager. This would include the provision of services for:

- Marketing;
- Facilities Management – the need for operational management arrangements to be set up in the most effective manner. Existing staff would be fully consulted all in line with Council Policies; and
- Tenancy management – the need to ensure that the Tenants' lease arrangements undergo a phased change over a period of 3 to 5 years to develop tenancy mix and to reflect the potential inclusion of a Service Charge. Implementation of a Service Charge will be subject to the agreement of the CIAC.

5.1.2 The above will be required in order to understand and build Business Cases for delivering on the Action Plan. The budget implications for the Fund will be a primary consideration and once approved, the expenditure will be built into the presentation of the annual budget to the CIAC

5.2 Projects – **Appendix 6** details the initial proposals. Subject to the approval of Business Cases, The Stakeholder Group identified the following initial projects:

5.2.1 The Market Entrances – The Market Entrances are a priority, with the Academy Street Entrance being first in line.

5.2.2 The Market Shop Fronts - The Academy Townscape Regeneration Project is giving the Traders the opportunity to apply for grants to rejuvenate Market shopfronts.

5.2.3 Opening Hours – further to representations from Traders and after consulting with Members the opening Hours of the Market have been extended on a trial basis as follows:

- with effect from Monday 20 March, the opening hours in the evening are

extended from 6pm to 7pm Monday to Friday inclusive, for a trial period until 1st October 2017. Estimated cost £4,500; and

- with Effect from Sunday 2 April, until Sunday 1 October 2017 (inclusive), the Market is to be open on Sundays from 10am to 4pm. Estimated cost £5,000.

Funds have been drawn from the existing Inverness Common Good Fund budgets.

5.2.4 Marketing - Arrangements have been made with the Press & Journal for 8 features to appear in the P&J focussed on different aspects of the Market. The cost is £7k. An advert has also been placed within Bedroom Folders distributed to the majority of Hotels and Guest House across the Highlands at a cost of £1.5k. Funds are drawn from the Inverness Common Good Fund, City Promotions Budget.

5.3 Lettings Framework - **Appendix 7** details a proposal which will allow for consideration to be given to issues which will enhance the long term future of the economic vibrancy of the Market.

5.4 New Victorian Market Stakeholder Management Group

5.4.1 The recommendation is that the new Victorian Market Stakeholder Management Group is established.

5.4.2 The new Victorian Market Management Stakeholder Group current membership and proposed Terms of Reference are detailed in **Appendix 1**.

5.4.3 The New Victorian Market Stakeholder Management Group would be supported by the Market Manager (who would act as Group Secretary) and the Inverness City Area Manager as appropriate.

5.5 Traders/Other City Stakeholders

5.5.1 The work of the Group has been helpful in combining the wealth of knowledge held within the business community both inside and outside the Market. Historically, Traders have had challenges in establishing a sustainable Victorian Market Stakeholder Management Group.

6. Project Management

6.1 The process is set out within the **Appendix 3**. The Inverness City Area Manager has overall responsibility and reports to the CIAC which will include an annual progress report on the Action Plan.

7. Conclusion

7.1 The Action Plan, if adopted, will allow for the benefits of specialist facility management and promotion services, to complement the existing high standards of tenancy management provided by the Development and Infrastructure Service.

7.2 Approval of the recommendations will give officers authority to convene a new Victorian Market Stakeholder Management Group. This will be achieved in compliance with the Councils Financial Regulations and Contract Standing Orders.

7.3 The preferred Business Model will be evaluated by officers and then if appropriate, the Committee will be invited to approve. The recommendations will be supported by Business Cases which will detail any risk implications.

8. Implications

8.1 Resource

8.1.1 The costs of the potential Business Plans will be assessed and **Appendix 5** details the Running Costs for the Market set for the last five Financial Years. The costs of engaging a Market Manager for a three year Fixed Term Contract are also detailed. A separate budget will be presented for approval to the CIAC for the Victorian Market prior to the commencement of each Financial Year.

8.1.2 There will be a reduction in income to the Inverness Common Good Fund over the next 3 years as the new costs are absorbed and the implications of the new Lettings Framework detailed in **Appendix 7** are felt. It is anticipated that income will recover as the Action Plan generates increased Unit occupancy and customer footfall.

8.2 Legal

The Council will continue to meet all its legal obligations under the terms of any contracts agreed and processes will comply with the Councils Financial Regulations and Contract Standing Orders. The agreement of Council may be required for final approval of plans to engage a Market Manager.

8.3 Community (Equality, Poverty and Rural)

The proposals detailed in this report will potentially attract private sector investment and promote job growth.

8.4 Climate Change/Carbon Clever

All contracts will be managed in a manner which meets the Council's obligations in relation to climate change.

8.5 Risk

8.5.1 Business Plans will be prepared giving attention to the points highlighted by the Action Plan and the need to provide for sustainability. The risks identified range from the need to detail management responsibilities, to being clear about expectations on developing the tenancy mix and Market Brand.

8.5.2 **Appendix 6** is a diagram which describes the management arrangements, clarifying that the Council retains governance over the allocation of resources with the Inverness City Area Manager retaining overall responsibility for the administration of the Market as Budget Holder. The new Victorian Market Stakeholder Management Group will have an influential role in the decisions regarding ongoing development and implementation of the Action Plan and Business Plans.

8.6 Gaelic

There are no known Gaelic implications arising from this report

Designation: Director of Development and Infrastructure and the Inverness City Area Manager

Date: 29 May 2017

Author: David Haas – Inverness City Area Manager

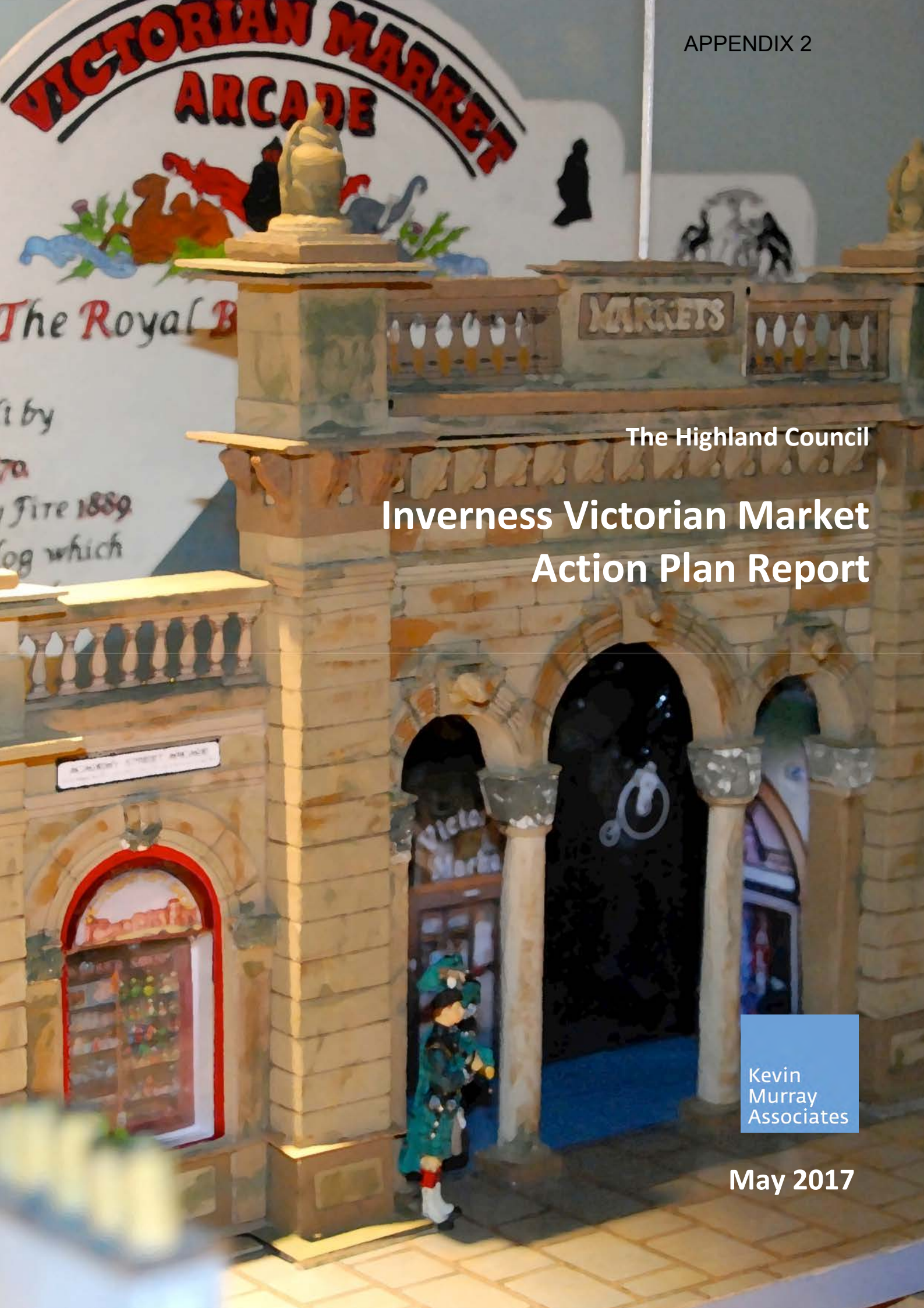
Background Papers:

Current Victorian Market Stakeholder Group Members

	Company/Shop
Provost Helen Carmichael	Highland Council
Cllr Donnie Kerr	Highland Council
Cllr Jean Davis	Highland Council
Cllr Bet McAllister	Highland Council
Cllr Graham Ross	Highland Council
Cllr Janet Campbell	Highland Council
Cllr Richard Laird	Highland Council
David Haas	Inverness City Area Manager Highland Council
Mike Smith	Manager Inverness BID
Craig Black	Inverness Chamber of Commerce
David Richardson	Federation of Small Businesses
Malcolm Fraser	Duncan Fraser Butchers Queensgate Arcade Victorian Market
Kasia Pogodzinska	Saffron Oriental Food Market Hall, Victorian Market
William Morrison	William Morrison Jewellers Market Arcade, Victorian Market
Brian Philip	The Music Station, Church Street
Colin Craig	Oil and Vinegar, Union Street
Jane Cuthbert	MCM Investments, Queensgate
Donald Maclean	P J MacKenzie, Academy Street
Jackie Cuddy	Eastgate Centre

Suggested Terms of Reference for the new Victorian Market Stakeholder Management Group is as follows:

- to scrutinise and comment on the implementation of the decisions taken by the CIAC relevant to the ongoing development of Action /Business Plans for the Market;
- to agree a refreshed draft Action Plan for presentation to the CIAC annually along with the proposed budget for the forthcoming Financial Year by the Inverness City Area Manager;
- to provide a framework for project content in line with the objectives of the legal duties on the Council to Common Good Funds, Council's Programme and Planning Policies;
- to identify opportunities to develop youth training and employment and provide outcomes for local people linking in with the development of business vibrancy and where practicable, the Council's Employability Action Plan;
- to scrutinise all aspects of the development of the Action /Business Plans;
- to agree options for public engagement to enable effective community involvement as appropriate; and
- agree the membership and meeting schedule of Victorian Market Management Stakeholder Group; and
- to consider the most appropriate methods of improving income streams from Third Party Funding Sources.



The Highland Council

Inverness Victorian Market Action Plan Report

Kevin
Murray
Associates

May 2017

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1 Introduction and Background

This is the report of a Draft Action Plan for Inverness Market, built up from two workshops held under the aegis of The Highland Council. The workshop sessions were to explore with Stakeholders (on 7 November 2016 at Eden Court) and Traders (on 30 January 2017 at the Mercure Hotel) the next steps in the regeneration of the Victorian Market.

There were 20 participants at the first session, drawn from the city centre stakeholder group, and 25 participants at the second session, nearly all Market Traders.

The Highland Council engaged Kevin Murray Associates to facilitate and record the discussions and report back with a draft action plan. Prior to the workshop, Kevin Murray undertook interviews with traders in the Market on 1 November 2016. The information gathered from the interviews served as the initial prompts for both of the workshop discussions.



Outlets and frontages within Inverness Victorian Market

2 Key Action Plan Headlines

The overall message from the workshops is that:

The Market needs to be guided by a coherent and comprehensive strategy that enables it to reach the aspirations of the wider Inverness community, traders and other local businesses, as:

- A valued and key asset within Inverness City Centre, that acts as a driver for change, trade and investment;
- A recognised Victorian Market, with a well-defined identity in terms of its physical appearance, core offer and atmosphere;
- A location of choice for high profile Highland Scottish brands;
- And a destination of choice for locals and visitors alike.

Direct operational management of the Market would be required to enact an Action Plan that would help bring the Market to the above point.

To get the Market to the success threshold, some key moves are proposed, including:

- Developing a **consistent approach to the appearance** of the market, including entrances and shopfronts;
- Creating **flexible space within the market** to accommodate different activities and events that would complement and enhance the Market's regular offer - this could include adding facilities such as toilets to enable the wider variety of activities and events;
- And have an **active approach to attracting new occupants** of the Market whereby producers and brands that are deemed to be a good fit with the Market's aspirations are pursued.



Inside the main Victorian 'arcade' of the market

3 The Action Plan Workshops

Kevin Murray of Kevin Murray Associates, an independent spatial planning consultancy, with a specialism in community and stakeholder engagement, facilitated both workshops in exactly the same format. The sessions consisted of

- a mix of open discussion of issues
- a presentation to stimulate thinking, including lessons from other markets
- action plan prioritisation workshop, using prompts from earlier discussions
- feedback.

The discussions focussed on current challenges, the future role and function of the market and which parties could/should be responsible for action in the future.

To aid reflection and discussion, a presentation of examples and lessons from elsewhere was given. The purpose of the presentation was to understand what other places and markets were doing to drive their success (these presentation slides are provided in Appendix A). The other markets looked at were: Argyll Arcade, Glasgow; Glasgow Farmers' Market (rotates between two locations); Merchant Square, Glasgow; Cardiff Market; Cardiff Arcades; Borough Market, Southwark; Aberdeen International Market; Bury Market, Lancashire; Grainger Market, Newcastle; Kirkgate City Market, Leeds; and English Market, Cork.

To balance these examples of apparent 'success', an example of unsuccessful market regeneration from the Aberdeen Indoor Market was also given as an example of inappropriate change ultimately driving a market backwards, rather than into beneficial progress.

The overall lessons from elsewhere included:

- Local produce is a key driver for many markets.
- Affordability of merchandise is critical to a regular user base.
- Attractive displays form an important part of the market experience for users.
- Events and festivities are important to draw people and convey a positive atmosphere.
- Well serviced and promoted markets fare better for traders and customers
- Distinctive, authentic experience is important comparative advantage
- Good markets as used by locals and visitors alike.



Some of the market venues shown and discussed as exemplars were, from top left, left to right:

Row 1: Argyll Arcade, Glasgow; Glasgow Farmers' Market

Row 2: English Market, Cork; Borough Market, Southwark

Row 3: International Market, Aberdeen; Bury Market, Lancashire

Row 4: Grainger Market, Newcastle; Kirkgate City Market, Leeds

4 Plenary discussion summary

The plenary discussions in each workshop were based around the following questions:

1. What are the current issues and challenges for the Market?
2. What is the potential future role for the Market?
3. Who needs to be involved in taking Action?

The full note of the first discussion is in Appendix B: Plenary Discussion. The headline points from the discussion were as follows.

1. What are the current challenges for the Market?

- Visibility and awareness of the Market is a challenge. People do not necessarily know about the Market, nor is it immediately obvious when in the area.
- Access and identity. This challenge relates to the first, the current access arrangements do not necessarily promote the internal market, and this also keys into an issue over the identity of the Market. There is a question over whether it is a Victorian Market, or is an indoor market that happens to be homed in a Victorian-era structure. This is reflected in the reviews on Trip Advisor.¹
- Absence of a plan or strategy – the Market does not have a plan in place that directs change in the Market, solidifies its identity.
- No active management – at the moment direct management extends to a custodian.

2. What is the potential future role for the Market?

- Consider how the space in the Market can be used more flexibly – this could include reconfiguration of the Market Hall, adding toilet facilities, using space for exhibitions, performance and farmers' markets.
- Extended opening hours – this has been tried in the past, and seems to be an Inverness City Centre issue generally, that extended hours have limited value return. More needs to be known before decisions could be made around this.
- Events and other flexible use of the space must act as a complement to what is on offer in the Market on a day-to-day basis. For the Market to survive there needs to be a regular customer base who will use the market outside events. Converting visitors to events into regular customers is a good opportunity.
- The quality and identity of the Market – if the level of quality can be increased and the Market given a firm identity there is a lot of potential.

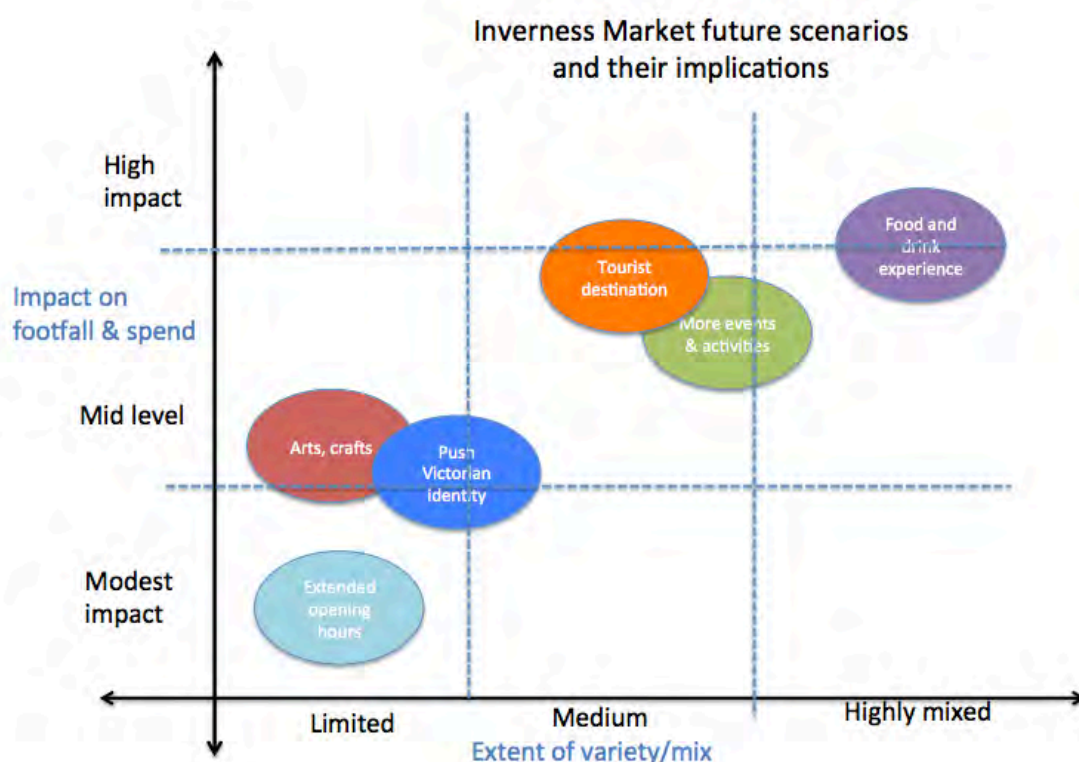
3. Who needs to be involved in taking Action?

- The Highland Council – as the local authority with roles in planning, licensing, city centre management, stewardship of the Common Good Fund and the Inverness City Centre Development Brief.
- Business Improvement District – the Market is in the BID area, greater understanding of the benefits of the relationship is needed.

¹ Trip Advisor – Inverness Victorian Market: https://www.tripadvisor.co.uk/Attraction_Review-g186543-d7258640-Reviews-Victorian_Market-Inverness_Scottish_Highlands_Scotland.html

- Management role – direct management would bring a consistent approach to the Market’s operation, and if there is a clear Vision and Strategy in place, implement the strategy with a focus on maximising the asset of the Victorian Market. This role would include marketing vacant units, with a brief to actively pursue tenancies that would add to the quality, character and identity of the Market in line with a Market Vision and Strategy.
- In addition to this, there needs to be collaborative action between actors in the City Centre, to ensure that there is mutual benefit when decisions for change are made. Improvement to the City Centre should benefit the Market and vice versa.

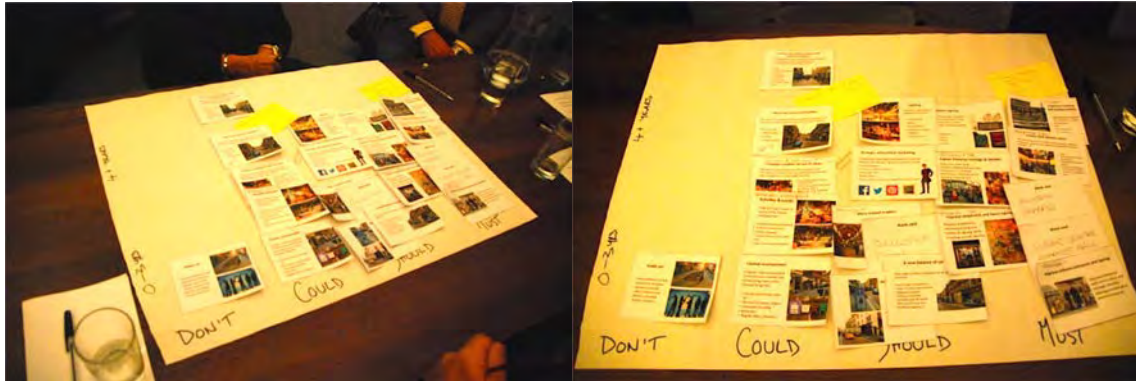
The plenary discussion in Workshop 1 was concluded with a brief exercise, analysing pre-determined future scenarios for the Market. The two axes for the analysis were the impact the scenario would have on footfall and spend, and the impact the scenario would have on the Variety and mix on offer in the Market. The scenarios for this quick analysis were driven by: arts and crafts; Victorian identity; extended opening hours; more events and activities; a positive food and drink experience; and developing the tourist destination role. (This material was presented at Workshop 2 , but not developed in quite the same way due to time constraints).



Scenario discussion outcome for Stakeholders’ Workshop

5 Workshop Feedback

The groups in both sessions used a card toolkit to help them discuss the future priorities for change. The toolkit had been prepared based on the interviews with the Market traders and research of other places. The toolkit aided the participants in their discussion, but it did not limit them, as there was freedom to generate new ideas.



The workshop output material from Workshop 1

The discussion revealed that there were a few strategic questions that would need some resolution:

How Victorian ought the Market to be? Is it the Victorian Market because that is the era in which the building was constructed, or is it the Victorian Market because there is something about the offer or the experience, or both that is Victorian?

Which issues are unique to the Victorian Market, and which are common across Inverness City Centre?

Opening hours – extended hours only appear to work in isolated cases in Inverness, although are more common elsewhere. Is there a dataset that can help explain this, or a study that needs to be commissioned?

What is the standard for being in the Market? Is it being able to afford the rent, or does there need to be a higher level selection process that focuses on quality and fit with an overall Market strategy?

Raising the bar in terms of quality and identity across the Market – what is going to guide this?



Group discussion at the first workshop.

The following are the key headlines from the Stakeholders group feedback. The tables in Appendix C: Stakeholders' Workshop Tables are a transcript of the prioritisation activity as shown at the top of the previous page.

Stakeholders' Group A

- Get professional management in place to move things forward, relate this to a vision for the Market.
- Determine the quality of the mix that you want to see in the Market – include thinking about what you do not want.
- Think about the long-term fit – current traders will either fit with the long-term vision or naturally migrate.
- Create flexibility of space.
- Get traders you want to see in the Market now through enticements and deals.
- The physical improvement projects can be clustered and a professional manager can determine the order and priorities.
- Tie in and align with the Inverness City Centre Development Brief for external elements such as improved city centre environment.

Stakeholders' Group B

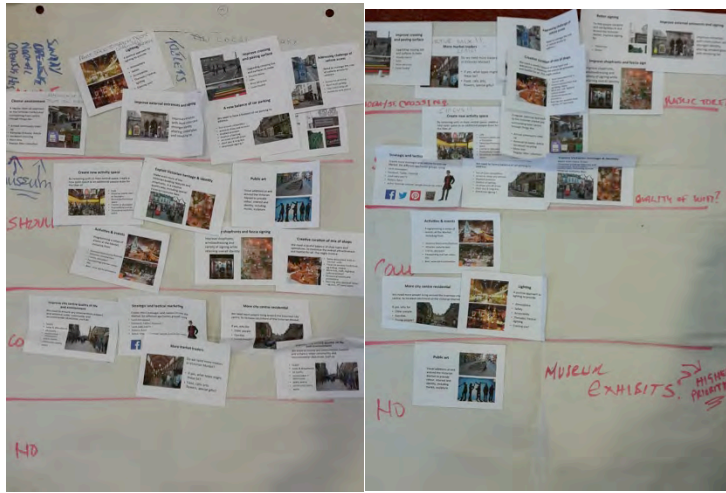
- Actively sourcing traders that fit with a renewed sense of quality and identity – examples given of Anta and Connage Highland Dairy of Highland companies that are known for their quality and Scottish identity.
- Improvement of shopfronts requires collective responsibility.

Stakeholders' Group C

- For the traders to be responsive to change in the Market, there needs to be a person responsible for coordinating any change or works.
- Consider some on street “pop and shop” type parking, where people can pay a quick visit to the Market.
- New traders – have a strategy for who you want, and offer enticements.
- Get the overall product and offer of the Market right, consideration needs to be given to an overview of the Market.



Group discussion and feedback at the stakeholders' workshop



Traders' session feedback

The following headlines are the top priorities drawn from the Traders' Workshop Groups, also illustrated above.

Traders' Group A

- Cleaner environment – including good toilets for public
- Lighting and heating (paint to match)
- Improve external entrances and signing
- Improve crossing and paving surface
- Local history
- A new balance of car parking
- Addressing challenge of vehicle access
- Better signing within
- Sunday opening (as) normal opening hours

Traders' Group B

- Improve crossing and paving surface – Academy Street
- More Market Traders (selective mix – address leases)
- Addressing the challenge of vehicle access
- Creative curation of mix of shops
- Better signing
- Improve shopfronts and fascia signs
- Improve external entrances and signing
- Public toilets

Traders' Group C

- Parking – short (15 mins) and longer (3 hours – free)
- Parking restrictions addressed in the immediate surrounding areas (long term bays and drop-off zones)
- Get rid of anti-social behaviour – as it makes shopping in Inverness unpleasant and an embarrassing experience
- Knock down centre of back of Market and have 'pop-up' event space – eg street food, local produce, food and drink, arts and crafts, activities, events

A combined overview from both sessions indicates:

Lead actions

- Create **flexible space** – back of Market Hall, for events, cafe and activities
- Adding **toilet facilities**
- Improve **entrances**
- Improve Academy Street **crossing**
- Flexible **parking** and servicing
- **Lighting** and **signing**
- Curating **better mix of shops** – letting policy to bring footfall
- **Shopfront, fascias and colour scheme** – especially at back
- Exploit **Victorian** heritage
- **Extended opening hours** – flexible approach
- **More events/promotions** - grow overall market/customer base.
- Strengthen **quality and identity** of Market
- Clear, agreed **plan of action**
- **Manager** for marketing and events

Support action

- Grow **City Centre residential**
- Strategic and tactical **marketing**
- Cleaner **City Centre environment**
- Quality **wifi**
- **Build trust and consensus** – new levels of energy
- **Business Improvement District** – develop important relationship
- **Management reporting function role** – keep people informed
- **Collaborative mentality** between different actors in City Centre
- Public **art**?

Raised in the Traders' session but not in Stakeholders':

- Heating
- Opening times (Sunday)
- Local history / Museum exhibits/ Digital history trail
- Ensure model train is working
- Quality of wifi
- Councillors to visit and promote the Market
- Anti –social behaviour

Raised in the Stakeholders' session but not in Traders':

- New water feature
- Start-up units

Tension over Public Art

- Whether to include was debated in both, with no firm consensus

6 Draft Action Plan

Market oversight					
Project	Description	Steps to deliver	Responsibility	Phase	Project links
Victorian Market Vision and Strategy	An agreed Vision and Strategic 5 year plan that guides the future development of the Market, with buy-in from Market Traders and Stakeholders, built on a solid understanding of the current and future/desired customer base.	<ul style="list-style-type: none"> - Work with stakeholders and traders to agree a Vision and Strategy 	The Highland Council (THC), Traders and Stakeholders	Phase 0	Many action points are predicated on overall guidance being provided by a Market Vision and Strategy.
Market Projects and Events Management	An accepted and efficient method of actively managing the Market – events and improvements - in a way that brings maximum benefit to the Market and City Centre.	<ul style="list-style-type: none"> - An agreed approach to management of the Market - Develop management model - Appointment of management 	THC, Traders	Phase 1	A Market Vision and Strategy will help steer the way in which the Market is managed, and the implementation of the strategy can only take place with resourced management.

Physical Improvements					
Project	Description	Steps to deliver	Responsibility	Phase	Project links
Improve Shop-fronts and fascia signing	Develop a consistent approach to shops fronts and fascia signing to raise the quality and enhance the sense of identity. Individuality can be retained by creating a palate that can be used to create individual approaches	<ul style="list-style-type: none"> - Develop Market identity and approach to shop-fronts and fascia. - Build ownership with traders - Develop funding programme - Roll out programme 	Market management, THC, Common Good Fund, Other Funders – Highlands & Islands Enterprise (HIE), Big Lottery, etc.	Phase 3	An outcome of an overall Market Vision and Strategy.
Lighting	A positive approach to lighting to improve accessibility, safety, create atmosphere (particularly for thematic/festive use) and create potential for evening use.	<ul style="list-style-type: none"> - Develop a consistent approach to lighting 	Market Management THC Common Good Fund Other funders.	Phase 2	An outcome of an overall Market Vision and Strategy. External lighting linked to city centre regeneration projects.

Project	Description	Steps to deliver	Responsibility	Phase	Project links
Improve external entrances and signing	Improve entrances to enhance visibility and legibility of the Market and create an external understanding of the offer and experience inside. Include consideration of the number of entrances	- Develop a new approach to the external entrances	Market Management, THC – Planning and City Centre Management, Common Good Fund, Other funders.	Phase 2	An outcome of an overall Market Vision and Strategy.
Create new activity space	Remove units in the main Market Hall to create a new open space that can be used flexibly for “outside” seating for cafes, exhibitions, events, markets etc.	Design and costing work. Feasibility of future uses, activities.	New Market Manager	Phase 3	Linked to Shopfronts/Fascia and colour scheme, Events and Activities and Strategic and Tactical Marketing activity.

Marketing and Operation					
Project	Description	Steps to deliver	Responsibility	Phase	Project links
Activities and events	Programming of events at the Market	- Space for delivering events - Booking and management of events	Market Management, Traders, Inverness Business Improvement District (BID), THC	Phase 2 - 4	Activities and events need to be consistent with a Market Vision and Strategy. Space needs to be created or assigned in the Market for activities and events.
Strategic and tactical marketing	Create more messages and reasons to visit the Market, for different user groups.	- Level of marketing attached to a decision on the moment that the Market is ready to deliver on any campaign	Market Management Traders BID	Phase 2 - 4	An outcome of an overall Market Vision and Strategy.

Environment and Identity					
Project	Description	Steps to deliver	Responsibility	Phase	Project links
Public Art	Visual additions in and around the Victorian Market to provide colour, interest and identity (eg history).	<ul style="list-style-type: none"> - Identify strategic opportunities - Develop proposals to attract funding. 	Market Management THC	Phase 2 - 4	
Lighting	As per Physical Improvements project.			Phase 2	
Exploit Victorian Heritage and Identity	An approach to the Market that makes more of the Victorian Heritage of the Market – rather than as a covered retail area.	<ul style="list-style-type: none"> - Programme of physical improvements that move the Market in this direction. - Programme of events and activities that move the Market in this direction 	Market Management Traders	Phase 2 - 4	An outcome of an overall Market Vision and Strategy.
Cleaner Environment	A regular clean-up approach to the Victorian Market and surrounding area.	<ul style="list-style-type: none"> - Identify a combination of user-led clean-up and council/service provider sanitation. - Develop an approach to bin storage and collection that enhances the amenity of the area. 	Market Management THC Traders BID	Phase 2	Requires a joined up approach with THC on sanitation.
Toilets and facilities	Add toilets and associated (eg baby care) facilities to the Market to enhance the experience for users, and increase the possibilities for Market use (food and drink, longer events etc.)	<ul style="list-style-type: none"> - Identify space for reconfiguration 	Market management Common Good Fund	Phase 3	
Create a water feature	Water can act as a focal point in space – reinstate or replicate Victorian-era fountain that adds to the identity of the place.	<ul style="list-style-type: none"> - Research previous fountain location, condition and cost of repair. 	Market Management Common Good Fund THC Other funders	Phase 4	Connects with creating new space in the Market Hall, and the purpose and proposed use of this space.

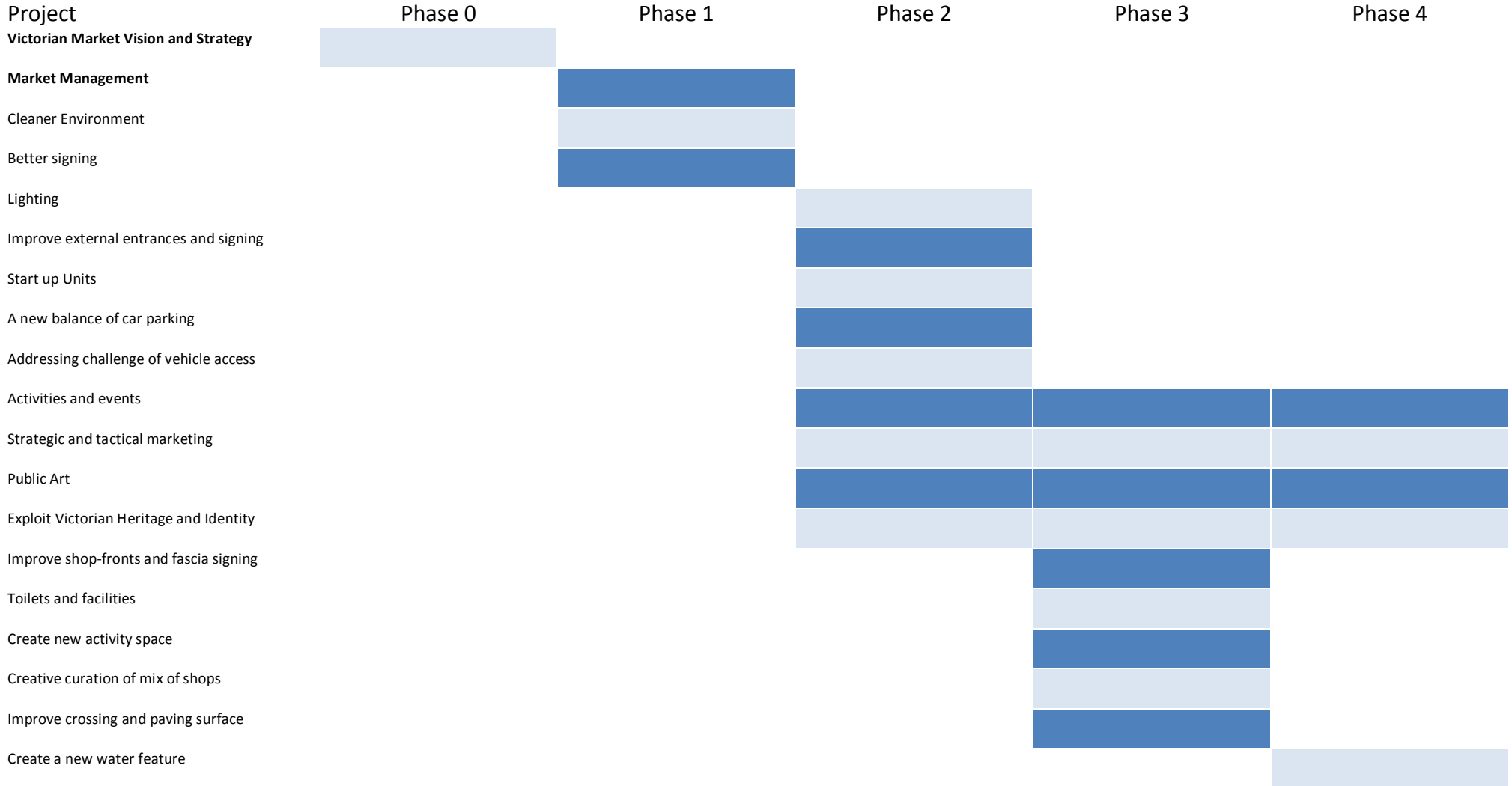
Market Mix					
Project	Description	Steps to deliver	Responsibility	Phase	Project links
Creative curation of mix of shops	Through active management of lets, build a carefully curated balance of shop types and specialisms, to maximise the overall attractiveness and footfall for all.	<ul style="list-style-type: none"> - Develop a strategy - Identify traders that would add value to the Market - Create a rolling programme of attracting new Market traders as lets open up. 	Market Management Traders	Phase 3	The curation would be guided by the Market Vision and Strategy.
More Market Traders	Closely connected to the curation of mix – this is about creating the right balance to uses to drive the Market’s user base.	<ul style="list-style-type: none"> - Review manner in which leases operate to help engender better mix and footfall 	Market Management	Phase 1 and ongoing	
Start-up Units	Identify units that could be used for short-term units at lower rents to enable start-up businesses.	<ul style="list-style-type: none"> - Identify space in the Market - Promote through channels to attract start-up businesses (Business Gateway, Inverness College UHI etc.) 	Market Management	Phase 2	

Access and Signage					
Project	Description	Steps to deliver	Responsibility	Phase	Project links
Better signing	Increase the visibility of the Market in the City Centre, and navigation of the Market internally.	<ul style="list-style-type: none"> - Develop consistent way finding approach for external and internal uses. 	THC – City Centre Management Market Management	Phase 2	Connected to Inverness City Centre Development Brief. The specific approach would be an outcome of a Market Vision and Strategy.
A new balance of car parking	Identify areas where the City Centre parking regime can provide some flexibility to benefit the Market and other City Centre businesses – e.g. use of loading bays on weekends for pop-and-shop parking. Issues this would seek to	<ul style="list-style-type: none"> - Work with the current City Centre parking regime. 	Market Management THC	Phase 2 - ongoing	Connected to Inverness City Centre Development Brief and the overall strategic approach to parking and access.

	address include: - Out of town competition - Access to shops and services - Disabled provision				
Project	Description	Steps to deliver	Responsibility	Phase	Project links
Improve crossing and paving surface	Upgrade crossings and surfaces at Market entrances to enhance access by making it: Visually clearer; Safer; More attractive.	Connect with other planned improvements in the City Centre, to ensure that Market benefits.	THC Sustrans	Phase 3	Connected to Inverness City Centre Development Brief.
Addressing challenge of vehicle access	Need to manage the role of vehicle access to address: - Access for servicing - Short-term parking - Tour coach drop-off - Access by foot, bicycle etc.	Connect with City Centre access strategy.	THC	Phase 2 - on-going	Connected to Inverness City Centre Development Brief.

External/Supporting Projects					
Project	Description	Steps to deliver	Responsibility	Phase	Project links
More City Centre Residential	An increased population in the City Centre would increase the immediate customer base for the Victorian Market.	Support from the Market for the City Centre Development Plan		--	Connected to the Inverness City Centre Development Brief.
Improve City Centre quality of life and environment.	Ensure any interventions support and enhance wider community and environmental objectives such as health, noise and disturbance, air quality, environment and streetscape, public spaces, community safety and waste. Improvements to the City Centre or Market should be mutually beneficial.	Support from the Market for the City Centre Development Plan		--	Connected to Inverness City Centre Development Brief.

7 Draft Action Plan Phasing



8 Implementing the Action Plan

The roles involved

In formulating the actions and activity of the Inverness Market regeneration strategy, as generated from the two workshops, the need to lead and/or undertake a range of key functions has been identified. These functions include:

- **Information gathering and dissemination** – about the Market, and other contextual things in City Centre.
- Generating and **implementing an agreed Action Plan**
- Costing and **leading specific Market improvement projects** (eg shopfronts, lighting, etc)
- Devising and **promoting events that bring extra footfall** (eg Victorian themed events)
- Devising a **mix strategy for the Market** – that informs lettings and events
- **Advocacy among traders**, and in other groups such as Council, BID, local media etc
- A range of **other events, activities, research and promotions**, as appropriate (eg quarterly seasonal events, links with media and tour companies)

Without the guaranteed undertaking of these functions, the opportunity to effect positive change for the Market, its traders and customers, and importantly the Common Good Fund for whose benefit it is also run, will simply not be possible.

Employment and reporting

Inverness Market - Projects and Activities Manager

The proposal that has been generated below is a hybrid, developed after further consultation with key players. The function combines an internal facing element, with external facing business, promotional, media and organisational dimensions.

We have considered a **wholly external post** – eg in a consultancy or specialist agency, but this would produce confused/detached loyalties that were not Market-prioritised.

We have also considered an **internal Council Officer appointment**, but again that produces another set of loyalties, and in all probability a lack of the commercial ‘market-facing’ culture that is required.



The above diagram illustrates some of the key relationships around a Market Manager

So we are recommending a specialist **Market Manager** (full time), which is more focused on marketing, events and transformational projects. The aim is to increase footfall (initially) and then economic spend (over time).

Contract	Full time (initially 3 years) – 35 hours per week
Appointment skills	Someone with a combination of promotion, events, and project management experience. Good interpersonal skills. Retail or business background beneficial
Reporting lines	(1) to Market Stakeholder group (2) to Highland Council (Common Good Fund), via City of Inverness Area Committee and Inverness City Area Manager
Salary	To be confirmed

Economic argument

Evidence indicates that all markets go through struggles as the demography, shopping culture and community aspirations change.

There is currently a definite need to bring general footfall levels up, alongside aggregate spend levels. There is also a huge potential for the Market to place a stronger, more distinctive role in the City's wider offer.

By investing in the Post of Market Manager, to work with the traders – it should be possible to raise the number of overall visits and average spend. If the individual were to be effective, their role could grow, based on performance.

The most crucial thing is **finding the right person** to make a difference for all. The Stakeholder Group and Traders Representative could be involved in that selection process.



Visualisation of reorganised market with new events/activities space created in main hall area through removal of some central outlet structures

9 Proposed Next Steps

Following the workshops and the production of this draft Action Plan report, the following next steps are proposed:

1. Circulate and discuss this Report among the Stakeholder Group for confirmation and endorsement (DONE)
2. Meet with Market Traders to discuss the ideas set out in the Action Plan (DONE)
3. Report to the City of Inverness Area Committee
4. Assuming endorsement, undertake actions within the Inverness Market Action Plan, as shown below, including appointment of Projects and Activities Manager.

Action Plan										
Task	2017		2018				2019			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Report Plan to Committee	◆									
Appoint Manager	→									
Letting Strategy		→								
1 - Entrances + Branding		→	→							
2 - Market Design		→	→	→						
3 - Heating + Lighting Feasibility		→	→							
4 - Implementation					→	→	→	→	→	→



Illustration of new approach and crossing on Academy Street

Kevin Murray Associates
 May 2017 (version 2.2)

Appendix A: Market Examples

Argyll Arcade, Glasgow



Argyll Arcade, Glasgow

Indoor

Jewellery Quarter

More than 30 jewellers and diamond merchants

Parisian Style

Located at junction of two important shopping streets
(Buchanan Street and Argyle Street)

Proximity to parking and subway station

Appealing entrance – with two guards

Glasgow Farmers' Market



Glasgow Farmers' Market

Outdoor

Affordable, healthy and locally produced products

Food: seasonal vegetables, fresh fruit, quality meat,
free range eggs, bread, cakes, cheese and fresh street
food to be eaten on site

Two locations, every fortnight

Merchant Square, Glasgow



Merchant Square, Glasgow



Cardiff Market



Cardiff Market

Indoor

Victorian structure

Variety of products from homeware to fresh food

Two shopping levels, a ground floor and a balcony

Cardiff Arcades



Castle Arcade



Morgan Arcade

Cardiff Arcades

Indoor

Different architectural styles (Victorian, Edwardian and Contemporary)

Varieties of small boutique shop, cafes and delicatessen

Some arcades are listed buildings

Borough Market, Southwark



Borough Market, Southwark

Indoor / Outdoor

Historical location, near station

Food market

Locally produced by the stallholders

Variety of cuisines

Annual and monthly events and festivals (Demo Kitchen, game food festival, Christmas market, evening cheese event, etc.)

Aberdeen Indoor Market



Aberdeen Indoor Market



Aberdeen Indoor Market

Indoor

Variety of traders
Family run stalls
500 sq. metres of stalls
36000 visitors per week
Mixed of retail from food to piercing

Mixed nationalities of retailers (Portuguese, Chinese, Sri Lankan, Afro-Caribbean, Locals...)
NHS health point

Aberdeen's International Market



Aberdeen's International Market

Outdoor

70 large stalls
Continental Europe, more than 12 countries participate
Food, flower and craft

Organised by a company Geraud Markets (largest market operators in Europe)
3 times per year (Winter, Spring, Summer)
Duration of 3 days (Friday, Saturday and Sunday)

Bury Market, Lancashire



Bury Market, Lancashire

Indoor / Outdoor

Award winning
350 stalls of local and regional products
Variety of traders from textile to food
Reasonable prices

Good access via public transport
Proximity of parking
Attached to the shopping centre

Grainger Market, Newcastle



Grainger Market, Newcastle

Indoor

Variety of trades from textile to food
 Unique "Marks and Spencer Original Penny Bazaar"
 - world's smallest Marks and Spencer store.
 Every month an art and craft market takes place

Grade 1 listed building

Kirkgate City Market, Leeds



Kirkgate City Market, Leeds

Indoor (largest in Europe)

800 stalls which attract over 100,000 visitors a week
 Range from fresh food, fashion to jewellers and haberdashery
 International and local food (Polish delicatessen and Chinese supermarket)
 Event space communal seating can host several events (fashions fairs to food & drink festivals, plays and live music)
 Well served by public transport (proximity to Leeds bus station)
 Presence of a multi-storey car park

Shop and drop initiative (customers can buy fresh produce early morning and collect items on way home at 6pm)

English Market, Cork



English Market, Cork

Indoor

Won several awards
 Meeting place
 Variety of products mainly local food produce
 Growing emphasis on organic products
 Encouraging small-scale producers
 Several events (Halloween, Christmas, radio broadcasting, Celebration dinner...)

Five main entrances (Princes Street, Patrick Street, Grand Parade, New Market Lane and Mutton Lane)

Lessons include...

- Variety of (local) produce
- Affordable merchandise
- Attractive displays
- Events and festivities
- Well serviced & promoted
- Distinctive experience
- Locals and visitors



Appendix B: Plenary Discussion

1. What are the current challenges for the Market?

- poor visibility and a lack of awareness
- Signage of the Market and Area
- Identity of the Market – how Victorian is it at the moment, and how Victorian is it meant to be? At the moment it has a confused identity. The Victorian theme may be about evoking the atmosphere and experience of the era rather than attempting to replicate what a Victorian Market would have been.
- Tenant mix – at the moment is there is not a policy or plan to keep the right mix of Tenants in the Market, to create the right level of quality and head in the right direction?
- Management – active management that deals with marketing empty units (including pursuing potential Tenants who fit with the plan for the Market), deal with the presentation of the Market outwardly, a quality of mix.
- The Market has potential for more unique businesses
- Advertising vacant units – use an agent to do this, and even actively pursue desired tenants.
- Develop and implement a 5-year strategic plan. The plan tells you where the Market wants to be and how to get there.
- Know the plan and vision for the Market.
- Inverness City Centre and Market have similar/common challenges – therefore there is a need for both to make progress.
- Parking is not an easy situation to deal with – what are the needs? Particularly for the Highland catchment. Is there a need for pop and shop parking?
- User demographics are a challenge – currently older people primarily use the Market, how can the Market attract the younger generations to begin using it?

2. What is the potential future role for the Market?

- Licensing – evenings or seasonal allowance?
- Opening hours – is there demand? Particular seasons? The Eastgate Shopping Centre will only do late opening on Thursdays (and the run up to Christmas) because experimenting has shown that there is not anything to gain through extended opening hours. Isolated cases do work, but on the whole it doesn't seem to be something that works in Inverness.
 - o Need to understand why this is the case? Is it the City's catchment? Competition from retail parks? Tourism?
 - o Is a change to hours rather than extension possible? 10-6?
 - o Is it a case of culture?
 - o Transport issues?
 - o What are other comparators in Scotland?
- Use of the space – this could be used for special events, shows etc to increase awareness, footfall etc.
- Hospitality opportunities – a restaurant as an attraction, drawing custom in for other hours of the day.
- Facilities – toilets.

- There need to be reasons to stop – so that the Market is not just seen as a short cut.
- Get a better trader mix
- Market hall reconfiguration
 - o Remove central units
 - o Heat, atmosphere, cleanliness
 - o A nucleus within the Market
- Events as a complement – events alone don't bring a core, consistent group of users that will be needed to sustain and grow the Market.
 - o There would need to be information on the one-off customers and consider what would bring them back to the Market?
- Create the flexibility to use the space in different ways: Exhibitions; Appropriate busker; performances, encourage the relocation of the Farmers' Market – or an alternative to the Market; Food demonstrations – experiential events
- Theme periods – Christmas, Easter, Spring, Autumn – use these seasons to create a special atmosphere in the Market
- Made in Scotland – there is a distinctiveness that could be brought to the Market for visitors and locals if the emphasis is on quality Scottish and Highland produced goods.

3. Who needs to be involved in taking Action?

- Council in the management of the Market – including the involvement of the Traders.
- A management role – deal with bookings, events, etc. There needs to be a consistent approach and a focus on generating footfall and business for the Market.
- BID relationship with the Market – the Market is in the District, although all Traders are under the financial contribution threshold.
- Find the City Centre symbiosis – identify and demonstrate the wider City Centre benefits of Market regeneration and City Centre regeneration.

Appendix C: Workshop Tables

Stakeholders' Group A

	Don't – these issues to be dealt within wider City Centre regeneration	Could	Should	Must
4+years	Cleaner Environment Improve City Centre quality of life and environment	Public art	More City Centre residential	Close off 1 entrance A new balance of car parking Addressing challenge of vehicle access improve external entrances and signing, improve crossing and paving surface, lighting, better signing, toilet facilities, improve shopfronts and fascia signing
0-3 years			Exploit Victorian Heritage & identity	More Market Traders Creative curating of mix of shops Create new activity space Strategic and tactical marking & Activities and events Management – professional management including liaison. Vision for the Market including a letting policy

Stakeholders' Group B

	Don't	Could	Should	Must
4+years		<p>Improve City Centre quality of life and environment</p> <p>Victorian W/C. Sell 1d for 50p/£1?</p>	<p>More City Centre residential</p>	
0-3 years		<p>More City Centre residential – HC Planning</p> <p>Creative curation of mix of shops – plus an operations policy.</p> <p>Traders and market management.</p> <p>Activities and events – traders and market management</p> <p>Cleaner environments.</p>	<p>Lighting</p> <p>Better signing</p> <p>Strategic and tactical marketing</p> <p>Exploit Victorian heritage and identity – Traders and THC</p> <p>More market traders – management</p> <p>Collection point pick up.</p> <p>Improve shop fronts and fascia signing – traders and THC</p> <p>A new balance of car parking</p> <p>Addressing challenge of vehicle access</p>	<p>Appointment of manager to deal with marketing/events, letting, supervision of maintenance.</p> <p>Improve crossing and paving surface – City Deal</p> <p>Create new activity space – Traders and THC</p> <p>Fountain (Forbes)</p> <p>Clear centre Market Hall</p> <p>Improve external entrances and signing – HC Planning.</p>

Stakeholders' Group C

	Don't	Could	Should	Must	
4+years					
0-3 years			Strategic and tactical marketing – we need the product so that people are not disappointed. – THC and Traders	Addressing the challenge of vehicle access – THC Improve crossing and paving surface - THC	Creative curation of mix of shops – ICGF, Traders
			Create new activity space – Inverness Common Good Fund	Better signing - THC More market traders – THC to promote. More Scottish themed local produce.	Lighting – THC, ICGF Improve City Centre environment and quality of life – THC
			Public art – new memorabilia and photographs - THC	Exploit Victorian Heritage and identity – THC, ICGF, Traders.	Improve shopfronts and fascia signing – Traders
			A balance of car parking – on the street - THC		Improve external entrances and signing – THC and Traders
					More City Centre residential – including students – UHI, THC
					Cleaner environment – Traders and THC
					Activities and events – cross selling events with Eastgate Centre – Traders and designated event and retailer person, BID and ICGF

Traders' Group A

Must Do	Should Do	Could Do	Don't Do
<p>Cleaner Environment (Availability of good toilets for public)</p> <p>Lighting/Heating (Paint back to match front: internally)</p> <p>Improve external entrances and signing</p> <p>Improve crossing and paving surface</p> <p>Local History</p> <p>A new balance of car parking</p> <p>Addressing challenge of vehicle access</p> <p>Better signing</p> <p>Sunday opening normal opening hours</p>	<p>Create new activity space</p> <p>Activities and events</p> <p>Improve shopfronts and fascia signing</p> <p>Exploit Victorian Heritage and identity</p> <p>Creative curation of mix of shops</p> <p>Public Art</p>	<p>Improve City Centre quality of life and environment</p> <p>Strategic and tactical marketing</p> <p>More Market Traders</p> <p>More City Centre residential</p>	

Traders' Group B

Must Do	Should Do	Could Do	Don't Do
<p>Improve crossing and paving surface (Academy Street crossing)</p> <p>More Market Traders (selective mix!! Leases??)</p> <p>Addressing challenge of vehicle access</p> <p>Creative curation of mix of shops</p> <p>Better signing</p> <p>Improve shop fronts and fascia sign</p> <p>Improve external entrances and signing</p> <p>Public toilets</p>	<p>Strategic and tactical marketing</p> <p>Create new activity space (circus!!)</p> <p>A new balance of car parking</p> <p>Cleaner environment</p> <p>Exploit Victorian Heritage and identity</p> <p>Quality of WIFI</p>	<p>Activities and events</p> <p>More City Centre residential</p> <p>Lighting</p>	<p>Public art</p>

Traders' Group C

Must Do	Should Do	Could Do	Don't Do
<p>Parking – 15 min parking</p> <p>Parking – free for 3 hours</p> <p>Parking restrictions addressed in the immediate surrounding area (i.e. longer time in waiting bays / drop off zones)</p> <p>Get rid of anti-social behaviour. Shopping in Inverness is unpleasant. Embarrassing.</p> <p>Knock down centre of back market and have “pop up” event i.e. street food, local produce, food + drink, arts + craft, activities, events</p>	<p>Councillors should visit Market</p> <p>Committee for “Old Town” area i.e. Church Street/Queensgate/Union Street up to High Museum (pieces in storage)</p>	<p>Get rid of smoked glass on Academy Street</p> <p>Stipulate diversity of Traders</p> <p>Ensure the train works</p>	<p>Public art other priorities before wasting money</p> <p>No agency employees / cost to ICGF is £100,000 over seven years</p>



Appendix 4

**INVERNESS COMMON GOOD FUND
VICTORIAN MARKET RUNNING COSTS**

	20.43%	15.71%	7.83%	8.64%	8.31%	9.01%	8.84%	
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Note
	£	£	£	£	£			
Running Costs - Direct	191,815.26	243,477.31	215,290.71	172,598.90	144,412.58	130,338.73	158,819.92	1
Other Running Costs	173.19	1,490.09		0.00	1,208.00			2
Indirect Costs -								
< THC Property Management Fees	15,744.89	15,360.89	16,798.46	16,760.62	16,273.78	16,245.46	15,085.14	3 6% of rental income
< Central Support Charges	6,005.45	7,678.73	4,268.09	4,975.60	4,986.38	5,387.19	7,101.90	3 pro rated on expenditure budget
< CGF Investment Management Fees	8,471.07	6,954.78	3,372.62	5,251.96	5,739.33	5,000.77	3,414.67	3 pro rated on expenditure budget
< Advertising	8,462.37	222.05	671.89	447.45	106.76	4,688.34	5,065.00	4
< Marketing & Publicity	2,003.00	22,473.72	5,961.00	7,894.00	7,748.00	2,460.00	2,209.26	4
	232,675.24	297,657.57	246,362.77	207,928.53	180,474.82	164,120.49	191,695.89	
Rental Income	(262,414.85)	(256,014.88)	(279,974.34)	(279,343.71)	(271,229.63)	(270,757.64)	(251,419.07)	
Net (surplus)/deficit	(29,739.61)	41,642.69	(33,611.57)	(71,415.18)	(90,754.81)	(106,637.15)	(59,723.18)	
Windows Replacement Project				38,762.31	48,441.37			5
Other costs coded to similar expense heads		965,844.04	63,523.97	16,634.41	36,452.78	2,872.80	4,659.96	6
Grants	1,925.00	12,292.80	2,000.00					
	1,925.00	978,136.84	65,523.97	55,396.72	84,894.15	2,872.80	4,659.96	

THE HIGHLAND COUNCIL

JOB SPECIFICATION

Service	Corporate Development
Job Title	Market Manager
Grade	{Subject to Job Evaluation}
Location	Victorian Market, Inverness
Responsible to	Inverness City Area Manager

JOB PURPOSE Responsible for leading the growth and co-ordinated investment of the Victorian Market, maximising the asset value. The role would include marketing vacant units, with a brief to actively pursue tenancies that would add to the quality, character and identify of the Market in line with a Market Vision and Strategy. Oversee and co-ordinate a range of improvement projects and promotions and ensure overall smooth running of the Market. Line management responsibility for the Market Superintendent and Market Officer

- ACCOUNTABILITIES**
1. Manage, promote and operate the Victorian Market to a high standard.
 2. Build and develop strong relationships with Market tenants.
 3. Maximise the footfall and sales opportunities for Market tenants.
 4. Be 'the face' of the Market within the local community and develop strong community links.
 5. Ensure the Market is maintained to an excellent standard and ensure all contractors carry out work to an appropriate standard and in a safe manner.
 6. Manage and achieve the objectives of the Market Action Plan and any attendant business plan (including improvements) and leasing strategy.
 7. Develop excellent lines of communication with tenants, staff, contracts, customers and Market Stakeholder group.

8. To support the Market Superintendent in ordering the necessary maintenance works at the Market ensuring that budget is adhered to. –
9. Develop and encourage team building with all Market management team employees.
10. Develop a customer service charter and policy committing to good practice.
11. Produce, manage and deliver an annual marketing strategy to an agreed budget.
13. Prepare financial data, including footfall and sales performance reports.
14. Maximise opportunities to generate additional income via a co-ordinated commercialisations strategy.
15. Ensure that each retailer adheres to their lease and tenant rules and regulations.
16. Meet with tenants on a one to one and group basis to discuss operational issues, trade, marketing and opportunities for their businesses.
17. Keep well informed of market trends and actively network.
18. Through liaison with Councils Property team ensure the Market is maintained including all plant equipment to the very highest standard. Minimising risk to the owner.
19. Support and collaborate with the Market Stakeholder Management Group, also acting as Group Secretary when required. –
Through liaison with the Councils Lettings team develop
- 20 a successful leasing strategy and set parameters or thresholds for similar users and shop types.
- . Establish and maintain good relationships with the local business community out with the market, local press,
- 21 Highland Council and Inverness BID.
- .

OTHER DUTIES

The post holder may be required to undertake any other duties appropriate to the level of the post.

SPECIAL FEATURES

The post holder must be prepared to work flexibly and outside normal office hours.

Date

June 2017

THE HIGHLAND COUNCIL

PERSON SPECIFICATION

Service Corporate Development

Job Title Market Manager

Location Victorian Market, Inverness

Essential Attributes

1. Evidence of successfully working at a management level.
2. Experience of managing staff and financial resources; in particular budget management.
4. The ability to use a full range of Microsoft applications including Word, Excel, PowerPoint and Outlook.
5. Experience of using social media and online marketing, including integrated e-strategies.
6. Ability to promote, develop and maintain internal and external partnerships and relationships.
7. The ability to communicate effectively in writing and verbally.
8. The ability to motivate and develop others.
9. Marketing, event and sales experience; preferably in a retail environment.
10. Experience of and commitment to effective partnership working.
12. Have a current knowledge and understanding of Health & Safety practices and legislation.
13. The ability to focus on achievement.








Desirable Attributes

1. Knowledge of Inverness and surrounding area
2. Experience at a managerial level in a retail environment

3. Knowledge of the Tendering process –A Degree/HND/HNC in Marketing.

Date June 2017

Action Plan

Task	2017		2018				2019				
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Report Plan to Committee											
Appoint Manager											
Letting Strategy											
1 - Entrances + Branding											
2 - Market Design											
3 - Heating + Lighting Feasibility											
4 - Implementation											

Leasing Strategy approach (draft v2)

The key to a successful leasing strategy is attracting the right tenants to the right locations, to bring overall economic benefits for the Traders, Common Good Fund, as well as a welcoming, positive experience for customers and visitors.

Aims of strategy

1. To increase economic turnover – and build inclusive growth in which both Common Good Fund and Traders share benefits
2. To drive an increase in footfall and flow of people to different parts of the Victorian Market
3. To create more social/meeting and activity spaces and user dwell time, as part of a positive experience of market through use of available space
4. To create a broad range of stimulating retail experience – and help to trigger more repeat visits
5. To set parameters or thresholds for similar uses and shop types To draw a wider range of visitors in terms of diversity age/customer demographic partly to build next generation of market users

Risks of absent or poor strategy

To the performance of the above factors, thereby triggering decline, including economic, customer and tenant/occupier weakness.

Core principles

- Stimulate diversity as a positive mix/blend– with cap on no of same types (eg cafes, toy shops, gift shops)
- Focus on creative growth and raising profile/brand with keynote stores
- Prohibiting offices and studios – unless overtly shop-facing/customer in positive aesthetic)
- Consider turnover/staircase rents – partnering approach
-

Mix

The tenant mix strategy should be set out, possibly in a phased manner – as the Market will change. It may include both prime and mass market, or zones may be created such as a restaurant quarter or a jewellery hub. Both Eastgate Centre and The Victorian Market have jewellery hubs which benefit from increased footfall because of the volume and variety of offer.

Assessment for rent

Areas of the market to be assessed as strong or weak locations and rents should be set accordingly. Incentives should be used to attract high footfall drivers to weaker ends of the market.

Potential occupiers should be assessed on an individual basis. The criteria they should be assessed against is twofold:

Contribution to existing tenant mix –are they a good footfall driver?– Would they take market share from another trader? – Could this put them both at risk of failing? – Would they benefit existing retailers by giving critical mass in a certain sector – Are they a destination retailer? Would they increase dwell times? Is their covenant good and/or do they have a realistic business plan?

You will work with the Councils Estates Service to ensure that standard set of lease terms and conditions include keep open clauses and, if appropriate, service charge contributions - e.g. marketing if you go down the £1 for £1 matching basis. For example 60 units paying £500 a year (£125 a quarter) would bring in £30,000 a year which is matched from Inverness Common Good Fund would give a substantial marketing budget of £60,000 per annum. This can be assessed either on a fixed amount per unit or sq footage basis.

Lease expiry

Lease expiries should be tracked so as to decide at an early stage if you want to retain a tenant or indeed if they want to remain. This will enable discussions to be started early and if necessary desirable replacement operators targeted.

Work with tenants you want to retain, track sales performance % and monitor any trading who are badly.

Target retailers

An updated list of target retailers/sectors should form part of the strategy of managing blend and mix. A replacement strategy may be needed for some closing (e.g. from retirals) with target rentals, permitted uses and available incentives.