

Arundel Farmers Market

Review of 2020 and recommendations for the future

By ATC Farmers Market Working group:

Councillor Michelle Scott, Councillor Joe Riley

Andy Batty, Events Manager Sue Roderick and Market Manager Louise Crush

Area: ECONOMY

Support the development of a thriving economy for the benefit of visitors and residents

Objective 4. Re-vitalize and increase participation at the Farmers Market

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Purpose of this review

MINUTES OF THE MEETING of the ARUNDEL TOWN COUNCIL

13th February 2020

T2227. AGENDA ITEM 10 – UPDATE ON ARUNDEL FARMERS MARKET

The Farmers Market Working Party requested the following recommendations in order to ensure the seamless continuity of the Farmers Market. These proposals are for the short term and by October they will produce a proposal for the long-term management of the market:

This report seeks to outline what the Farmers Market Working Group has achieved in 2020 and its recommendations for the markets future.

Executive Overview

The revitalisation of the Arundel Farmers Market has been one of the success stories for Arundel in 2020 and I would like to thank all Councillors for supporting this project.

The market now has high engagement from our community. It has become monthly destination for residents wanting to “Shop Local” and buy produce with low food miles. It is a community hub where residents come to say hello to friends and neighbours and; where they can give back to the community by volunteering as a Marshal.

Stallholders now consider Arundel a commercial desirable market, we have a waiting list and have also significantly reduced the number of no shows via our incentive program.

The Covid-19 pandemic placed a huge additional burden onto the Working Group organisers. With ever changing restrictions, each month it has been like organising a whole new market. Council support in the form of a paid officer and volunteer Councillors has enabled the market to continue in the most difficult circumstances, to even to grow and make an operating surplus. However this level of resource is not anticipated in normal circumstances.

Where we were when ATC took over the market on 31st March 2020

- The Arundel Farmers Market had been in decline for some time.
- No increase in footfall for the town on market days.
- No shows by stallholders leading to empty stalls on the day occurred regularly.
- Limited choice for shoppers. The number of stallholders had dwindled to about 20.
- No social media marketing.
- No website.
- Inadequate weather proofing for traders.
- No community involvement.

What we have achieved in 2020

Despite the pandemic!

- 5 Farmers Markets held, 1 click & collect market a huge achievement made possible with the assistance of Arundel Lido.
- New Market Manager recruited.
- New website launched in March 2020.
- Social media “Shop Local” campaign generating 912 Instagram and 1138 Facebook followers.
- New weatherproof stalls introduced in Sept.
- Successful trial of new location formats: 1 semi High Street Road Closure and 1 full High Street Road closure.
- Increase licenced numbers of stalls from 33 to 45.
- Introduction of stall holder 3, 6 and 12 month financial incentives has been hugely successful with only 2 no shows over the last 3 markets. 22 stallholders have taken up an offer demonstrating their commitment to our market.
- Improved choice of stallholders achieved by continually reviewing assortment gaps and opportunities, meaning customers can now do a whole weekly/monthly shop at the market. There is now a waiting list illustrating our commercial desirability.
- Program of performances kindly created by Sharon Blaikie.
- Good relationships built with ADC Licencing team by working with them through the Covid-19 pandemic.
- Development of “Community Volunteers” to marshal the market has lead to great engagement with local residents. Councillor Volunteers have also been visibly active.

Farmers Market 2020 Financials Cum Year to Date

Cummulative Financials from July to end Dec 2020	
Income	
Stall count	158
Av per stall	£39.82
Stall Income	£6,291
Costs	
Market management	£1,400
Adur Stall rental	£1,268
Market Signs	£300
Parking Bay suspension	£100
Stall Erection	£150
A Plant/Signage	£93
Other operational Costs	£290
Total Operations Costs	£3,601
Marketing	£558
Website and domain fees	£200
Total Marketing Costs	£758
Annual Street trading Consent	£725
Annual Site Licence Fee	£25
EH Licence ADC	0
Total Licences and Annual Costs	£750
Covid safety	£374
Other Costs	£128
Total other Costs	£501
Total All Costs	£5,595
Operating Surplus	£696

Notes:

1. Our first market was held in July due the delay caused by the pandemic. The November market was replaced by a virtual Click & Collect market.
2. There were unplanned costs for Covid-19 safety provisions and investment into improvements e.g. walkie-talkies for Marshals
3. Despite extremely difficult circumstances in 2020 the Arundel Farmers Market has achieved a **YTD Operating Surplus of £696**
4. We are also holding **£2,818 in stallholder prepayments** for 2021 as part of our commitment incentive program.

SWOT Analysis

Strengths

- Under the ownership of the Town Council, the market has been able to be run for the good of Arundel rather than for profit.
- Bringing successful improvements to the Farmers Market the Town Council has brought about direct benefit to residents and many businesses, gaining regular positive feedback on social media.
- Councillor presence on market day as Marshals has also provided great positive PR for the Town Council.
- Great opportunities for resident community engagement have been realised.
- Support of the Town Council through paid support from Officer Sue Roderick, has enabled the Working Group to be effective.
- Market Manager Louise Crush has brought a wealth of experience and stallholder contacts and created a click & collect market.
- Successful package of financial stallholder incentives has proven to reduce the number of no shows and increase commitment.
- There has been lots of engagement with local businesses and the Chamber of Commerce.

Weaknesses

- Financially to date 31st Dec 2020 the Farmers Market has achieved an operating surplus of £696. However profit of this level would not make an attractive proposition if the Council were to look for a 3rd party to take it over.
- Market Manager requires the ongoing support of a officer both in the areas of licensing, marketing, invoicing and Sage accounts.
- Covid safety measures require a large number of volunteers. Especially where River Road is closed for a full High St road closure.

SWOT continued

Opportunities

- To trial hospitality business participation (delayed in 2020)
- Create a program of events for summer markets e.g. Flower Market, English Sparkling wine
- Extend the program of performances to create more of an event feel.

Threats

- Our current Officer resource is leaving and an alternative resource needs to be appointed and a handover given.
- If ATC hands the market to an external group to run, they are likely to want to make a profit. It is unlikely this approach will benefit the town or residents. Community engagement may disappear.
- A couple of local businesses are known to be opposed to the market and have complained directly to ADC. The Chamber of Commerce is supportive but not 100% aligned.
- The increase of stallholders from 33 to 45 creates much more work for the Market Manager.
- Adur are planning to increase the price for the market gazebos but information has not been provided at time of report. Some of this increase will need to be passed on to stallholders, but will be offset by the increase in number of stalls.

Learnings from post market review December 2020

Learnings	Action being taken
Wind lifted stalls on the East side of the High Street.	Ensure more weights are available
Some traders had unwrapped food too close to the edge of their stall	Ask stallholder to provide perspex barrier
Road closure signage was confusing.	Redesign signage
Self-service sanitizer didn't work as well and customer engagement was reduced.	Reintroduce volunteer spray
Some volunteers misinterpreted the brief or felt uncomfortable telling people what to do.	Create bullet point list for volunteers to carry - Actively monitor performance and give support where needed
Stall erectors arrived before road closure began started so didn't start at Swan causing later congestion	Start road closure at 6am
Cars parking in suspended bays slowed down set up	Ongoing dialogue with PCO and ADC parking enforcement team
Insufficient barriers to close off all entrances	Quantify barrier requirements

Feedback - ADC licensing team December

From: Sarah Meeten <Sarah.Meeten@arun.gov.uk>

Sent: 23 December 2020 14:44

To: Market Manager <marketmanager@arundeltowncouncil.gov.uk>; Glenn James <Glenn.James@arun.gov.uk>

Cc: Sue Roderick <Sue.Roderick@arundeltowncouncil.gov.uk>; Michelle Scott <MichelleScott@arundeltowncouncil.gov.uk>; andrea garrick <andregarrick@hotmail.com>; Joe Riley <joeriley@arundeltowncouncil.gov.uk>

Subject: RE: Arundel Farmers Market - Dec19th

CAUTION: This email originated from outside the organization. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Hi Lou,

Thanks for dropping us a line and for your thoughts, with which I agree. You did a great job. It may help you to have someone who can act as we did in future by being your eyes and ears to support you to do your job. It really is difficult trying to do it all at once!

To date we haven't had any complaints or enquiries about the market last weekend. During this period we will continue to be present at markets when resource allows for the reasons which I explained to you Saturday. I hope you find this of benefit.

We thought you managed things really well and the footfall was about right. You may have needed more marshals to achieve distancing if you were busier.

Not having entertainment definitely helped to keep people moving and this also allowed us to classify you as a market rather than an event (as you are aware in terms of current guidance this is very important).

The only other thing that I had noted was the charity collector in the bear costume that was stopping in front of stalls was blacking the way for customers.

We are not sure what position we are going to end up in for January but stay in touch and we will continue to support you.

It was lovely to meet you!

Have a lovely Christmas

Sarah

Mrs Sarah L. Meeten MLoL

Licensing Manager, Environmental Health
Working Days Monday - Thursday




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Feedback cont. - Stallholder feedback December Market

Thank you so much for inviting some of us from Arundel by Candlelight along to the Christmas market. I had a fabulous time and made some sales and new customers. I would be interested in having a stall in the future if the opportunity arises.
Many thanks

Nicky Silversen
Independent Tropic Skincare Ambassador 

Dear Lou,
I had a great day yesterday thank you, pretty much sold out which is great stuff.
All the best
Andrea

Hi Lou
Hope you recovered after a busy day on Saturday!

I just wanted to say a huge thank-you for everything you and your team did with the organising and planning of the market under the everchanging Covid restrictions.
We had a great day and met lots of new customers who will be coming back to see us again.
Looking forward to the next Farmers Market!

Have a lovely Christmas

Kind regards
PAUL LIGHTFOOT
Edgcumbes

Dear Lou, Many thanks for the event and your kind stewardship over the past months. I was delighted with the position that you found for me on this occasion as long experience has shown it has an enormous impact upon outcomes.

We return home tonight to hear we are now in Tier 4 with a very uncertain future once again. Look forward to hearing of the plan for 2021 once you decided.

I especially like the people in Arundel and it has been my favourite event of what has proven a rather chequered year.

Kind Regards
Mark Knowles
High Weald Dairy

Hi Louise. Thankyou for all your help yesterday, the market has good potential in its new location. Perhaps next time you would consider me for a pitch further up the high street..
Kind regards. Simon Harman (Biltong)

Feedback cont. - FaceBook Nov & Dec


 **Joan Francis** Top fan
Great morning at the market, I got my turkey leg joint, lots of cheese, flowers, pies, apples and flowers. Very well ran not over crowed and felt quite safe. But it would be great if where it states road closed at the roundabout it also noted there was... [See more](#)
[Like](#) · [Reply](#) · [Message](#) · 1 w 


 **Gail DuBock**
What a lovely occasion!
We popped in and managed to get all our last minute edible treats and presents at stalls and shops AND a last minute tree - phew!
Thanks to all and Merry Christmas 🎄🌲
[Love](#) · [Reply](#) · [Message](#) · 1 w 



 **Jacky Humphries** Top fan
Very well organised as usual 🌲
[Like](#) · [Reply](#) · [Message](#) · 2 w 


 **Alison Milner-Gulland** Top fan
Great morning lots of goodies.
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 **Wayne Trigwell**
Thanks for the photo of my partner, I was wondering were she was today.
And who's hand is that she's holding? 🤔🤔
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 **Rosemary English**
I really enjoyed visiting the market yesterday. Most people were wearing masks and lots of warden's around.

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↳ 1 reply

 **Sally Hamill**
Good to see some new stalls, very well organised thank you.
[Like](#) · [Reply](#) · [Message](#) · 14 w 

 **Gail DuBock**
It was great to see so many stalls and customers in such a safe and well organised environment. Congrats and thanks to all involved! 👍
It's definitely my favourite way of shopping!!
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 **Rosemary English**
It was a great idea! I drove in, gave my name, was handed my bag of goodies and drove out again in minutes. No need to miss my monthly fix of mini quiches from the picnic man. 😊
[Love](#) · [Reply](#) · [Message](#) · 6 w 

 **Jane Lewis**
Brilliant idea. It worked really well. Thank you.
[Love](#) · [Reply](#) · [Message](#) · 5 w 

 **Sadie Rockliffe**
Love this! 
[Like](#) · [Reply](#) · [Message](#) · 6 w

 **Gail DuBock**
Brilliant idea. Thanks and congrats to all concerned!
[Like](#) · [Reply](#) · [Message](#) · 6 w 

 **Sally Ward**
Me too! 
[Like](#) · [Reply](#) · [Message](#) · 6 w

 **Jacky Humphries** Top fan
Very efficient thank you 🙏🌲 
[Love](#) · [Reply](#) · [Message](#) · 5 w

 **John Stanley Robert Bradley**
Thank you for a brilliant set up - incredibly easy!
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Who runs other local markets?

- Petworth Market is run by Petworth Town Council
- Chichester Market is outsourced by Chichester District Council but they remain highly involved.
- Shoreham Farmers Market is run by Adur Council
- Worthing Farmers Market is run by Adur Council
- Horsham Farmers Market – The Horsham District Council is accountable for the market but have out sourced to FoodRocks
- Steyning Farmers Market - Steyning Parish Council are accountable for the Farmers Market but have handed the Market to Louise Crush to run (Louise is also our Market Manager)

Essential AFM criteria & analysis of market operator options

- At the beginning of 2020 we undertook a stall holder consultation, shopper questionnaire, completed analysis of best in class markets and engaged with local businesses and the Chamber of Commerce in order to deliver the best Farmers Market for Arundel.
- We have run 5 successful market and trialed 2 new location formats. After each market the working group carry out a post market review. We have now gained a thorough understanding of what is required put on a successful Farmers Market in Arundel.
- From this we have established a list of essential criteria to met by any market provider and compared these to the services offered from the following list:
 1. Southern Market Traders
 2. Foodrocks
 3. The Market Co
 4. Geraud Markets (UK) Limited
 5. Arundel based community group such as Arundel Community Partnership
 6. Market Manager with NO support from ATC
 7. Market Manager supported by ATC

Essential AFM criteria & analysis of market operator options cont.

	Essential Criteria For Arundel Farmers Market Providers							
Type of Market operator	Primary objective to operate for the benefit of Arundel	Provide a stallholder assortment that fits the Arundel brand and is focused on AFM customer.	Build relationships with local businesses and the Chamber of Commerce	Apply for and implement road closures and work with stakeholders like bus companies	Marketing program to drive footfall	Engage with the local community to find volunteers	Ability to forge relationships with ATC licensing	Provide a program of market events
External Market Operator	N	N	N	N	Y	N	N	Y
Community Group	Y	Y	Y	N	N	Y	Y	N
Market Manager not supported by ATC	Y	Y	Y	N	N	N	Y	N
Market Manager supported by ATC	Y	Y	Y	Y	Y	Y	Y	Y

Provider can meet criteria - Yes or No

Summary and Key Recommendations

The support of the Arundel Farmers Market by the Town Council has been instrumental in bringing around its successful revitalization for the benefit of our community.

The Working Group believes the self funding, not-for-profit type approach enabled by ATC's ownership is the best long term solution for Arundel.

Key Recommendations:

1. The Arundel Town Council Working Group continues to run the market for the rest of this Council's term.
2. Next physical market 20th February. If lockdown continues this will be food only and located in Lido Carpark (subject to agreement by ADC licensing team). This will location enable a better controlled environment during the current circumstances.

Lastly a huge THANK YOU to all our Community and Councillor Volunteers who made the Farmers Market possible.

