

South Melbourne Market Annual Report 2022-23



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Introduction



Welcome



Wominjeka

The South Melbourne area is marked as 'Nerre nerre minum' in one of the earliest maps of Melbourne in the 1840s. Emerald Hill (now South Melbourne) was an important location for the Traditional Owners of the area where they would hold Ngargee events. These events were occasions to honour guests, showcase creativity in song and dance, ensure conciliation after conflict and to tell popular and new stories.

The South Melbourne Market respectfully acknowledges the Traditional Owners of this land, the people of the Kulin Nations. We pay our respect to their Elders, past and present. We acknowledge and uphold their continuing relationship to this land.

A message from the Chairperson

I was honoured to join the Market Committee as Chairperson in March 2023. I'd like to take this opportunity to recognise the outgoing Committee members, Chairperson Jo Plummer and Councillor member City of Port Phillip Mayor, Heather Cunsolo, who both contributed to the Market's incredible success in the 2022-23 period.

Jo and the Committee have been instrumental in guiding the delivery of the Market's Strategic Plan initiatives and providing a roadmap to put the Market in the best position to succeed post-COVID.

2022-23 has been a fantastic year for the South Melbourne Market. Key achievements have included the completion of a new outdoor dining precinct (adjacent to the Food Hall), the return of the popular Port Phillip Mussel & Jazz Festival, delivering an end of year operating surplus and launching the Environmental Sustainability Strategy, a first for the Market. The Market also continues to serve the Port Phillip community and visitors, it is pleasing to see the visitor numbers return to near pre-COVID levels. The Market continues to uphold a strong reputation, with a world-class Net Promoter Score and strong demand from business owners and entrepreneurs wanting to secure a stall.

On behalf of my fellow Committee members, I would like to recognise and commend the dedicated and passionate Market management team. This team continues to work hard to support our traders, lead a remarkable post-pandemic recovery plan and deliver a fantastic visitor experience.

Last but not least, I would like to recognise and celebrate our amazing traders, the life and soul of the Market. Their passion, knowledge, hard work and community spirit give the Market the friendly village atmosphere that makes it so special and keeps the locals and visitors coming back time and again. The continued collaboration of the Market Committee, traders and the management team will ensure the Market continues to thrive in the years ahead.

Happy shopping and I look forward to seeing you at the Market soon.

Amanda Stevens, South Melbourne Market Committee Chairperson





Our Market

About

"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 Market is run by the City of Port Phillip, who also owns and maintains the buildings and associated infrastructure. 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. As one of Council's prime infrastructure assets, the Market must continue to be managed in a financially responsible way. Ensuring compliance with all regulatory obligations including competitive neutrality."

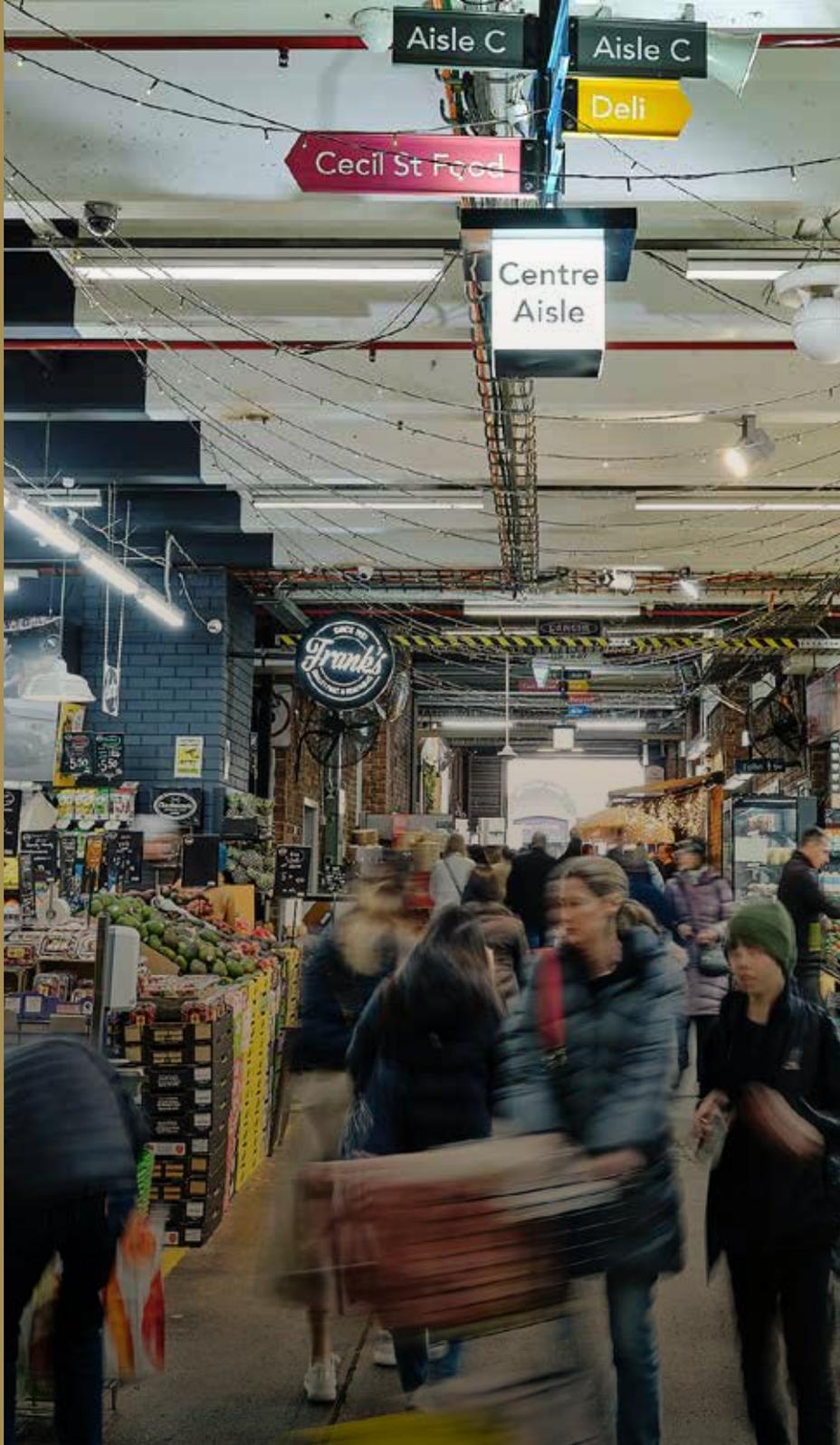
**South Melbourne Market Committee Charter
June 2023**

South Melbourne Market will achieve its vision by:

1. Being a trusted destination for quality, value, fresh and extensive offer
2. Being a safe, accessible and inclusive market for the whole community
3. Embracing and curating all that is local, artisanal, emerging, cultural and creative
4. Remaining a loved, happy, quirky and experiential destination – full of moments of surprise and wonder
5. Continuing to be environmentally and economically sustainable – a financially secure urban experience, living and breathing green
6. Being accessible – physically and online.

Our vision

South Melbourne Market, the Quintessential Village Market.
A prosperous, authentic destination that is home to fresh, artisanal and cultural products; creative and joyful experiences; celebrates local; is a leader in sustainability; is loved, trusted and connects our customers and community.



Executive summary

2022-23 has been an incredible year for the South Melbourne Market. Despite ongoing global and local economic challenges, the Market has bounced back from the pandemic and continues to grow in popularity. The numbers speak for themselves: 100% trader occupancy rate, a 28% increase in attendance, and a Net Promoter Score of 84. The implementation of clear strategic goals, passionate traders and a supportive community have all contributed to this remarkable achievement.

Market shoppers have returned in full force, with almost 5.15 million visitors attending in 2022-23. A range of events were held across the year to support locals to reconnect and rediscover, and to encourage newcomers to make their visit a new ritual. After a two-year hiatus, the Port Phillip Mussel & Jazz Festival was held on the Labour Day long weekend, attracting thousands of people who came to enjoy the local musicians, devour delicious seafood and explore the Market offer. Other events included two 'Foodie Affairs' that brought together lovers of truffles and mushrooms, sustainable kids art classes and the always popular lion dancers for Lunar New Year.

While the Market is thrilled with the success of these events, the real attraction of course is the indomitable Market traders. As the adage goes, the Market experience is one that is much imitated but never duplicated. The traders' authenticity, expertise and passion provides a unique experience and important service for the local community. This year 97% of survey respondents rated the Market's overall offer as very good or excellent. Just as importantly, the traders also love being here – 96% of traders were satisfied with the Market as a location for their business.

The Market's reputation continues to attract quality new businesses to expand and evolve the Market offer. 12 new traders joined the Market in 2022-23, including authentic street food offer Greek'n Out, fifth generation family-run fishing business Gem Pier Seafood, and Brother Hatters, who have injected new life into the Market's hat stall. The Market also continues to be a committed supporter of emerging businesses through the SO:ME Space; 42 small businesses had a pop-up in this dedicated incubator space and five previous pop-ups were successful in attaining a permanent location within the Market.

To support the success of the traders and provide a safe, welcoming place for all stakeholders, the Market invested in an annual program of works to improve the asset. In October 2022, new outdoor dining precinct, the Food Hall Courtyard opened, providing increased seating for customers to enjoy the delights the Market has to offer and space for the community to gather. A range of other renewal works and safety upgrades were also delivered, including a central stair upgrade, new comfort and safety fans in Aisle B, digital carpark signage and implementation of the Traffic Management Plan. Work also continued on plans to futureproof and uplift the Market, with Council committing an additional \$17 million in capital investment for the delivery of Project Connect.

One of the other key strategic focuses this year has been the development of the 2023-27 Environmental Sustainability Strategy. This year the Market commenced phasing out unnecessary single-use plastic, banning plastic produce and net bags from its fruit and vegetable stalls, and began implementing a customer facing multi-stream waste solution to ensure our shoppers always have the opportunity to avoid their waste going to landfill. To support traders to make sustainable changes to their business operations, four traders were awarded Early Adopter Sustainability Grants to implement a range of initiatives including removing plastic from their product lines and energy efficient appliance upgrades.

Financially, the Market achieved an operating surplus of \$380,000 this year through operational cost reductions, increased parking revenue and rental income. Building financial sustainability is a strategic goal for the business, and the introduction of the new rental model this year has set the Market on its way to achieving long-term financial viability.

Achieving key strategic outcomes and surpassing performance indicators this year has put the Market in a strong position to deliver on the Strategic Plan in 2023-24 and continue to be a trusted destination for quality fresh produce, artisan goods and fantastic service.

The year at a glance



Launch of the Market's first

Environmental Sustainability Strategy



84
Net Promoter Score



100%
trader
occupancy
rate



12 New
traders



8
New fit-outs
for existing
traders

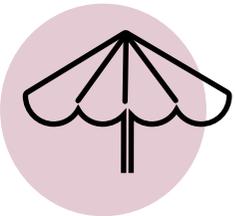


45 
Small businesses
tried in small
business incubator
SO:ME Space

4



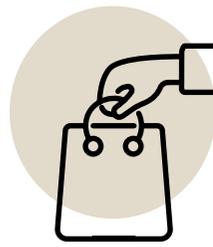
Traders awarded Early Adopter Sustainability Grants



The Courtyard opened a new outdoor dining area



The popular Port Phillip Mussel & Jazz Festival returned



Sold out Market Foodie Tours



28%

increase in attendance on 2021-22



96%

of traders satisfied with South Melbourne Market as the venue for the business



97%

of customers rated the Market's offer good/very good





Trader spotlight

Natasha Coulthard, My Cookie Factory

Since opening in December 2022, My Cookie Factory has been filling the aisles of the Market with the scent of freshly baked cookies.

Once a self-confessed “terrible cook”, Natasha had been working in the United States as a real estate agent when she decided to swap flipping properties for something sweeter, opening her dream shop in Atlanta selling doughnuts, ice-cream and coffee. It was there that she learned everything about baking and ice-cream making, building an award-winning business with her husband Juan. After 14 years in the USA, the arrival of Natasha’s daughter inspired a move back to Australia and the opportunity to start an exciting new cookie business.

“When we finally got back, we were on the hunt for the perfect location for our new concept and when we visited South Melbourne Market, we just knew it was meant to be here!”

My Cookie Factory’s New York-style jumbo cookies are handmade onsite, with biscoff, Kinda Bueno and birthday cake flavours being the biggest hits so far. They are always working on new flavours and products, including introducing new vegan-friendly options this year.

Natasha and Juan love being part of the local community and look forward to building their business here. “(We are) excited for our baby Mila to grow up in the South Melbourne Market!”

Operating our Market

S O U T H M E L B O U R N E M A R K E T



Retail

Our traders

South Melbourne Market is home to some of Melbourne's best fresh produce, eateries and retail shopping.

The Market has 151 permanent stalls on offer, falling broadly into the categories of 39 grocery, 30 eateries, 62 general merchandise and nine services.

The focus of the Market's retail offer is on providing specialty and quality goods, whether that be a gözleme cooked to order, a perfect peach or a handmade gift. On offer is a unique and vibrant shopping experience that includes connecting directly to traders who made or sourced the goods they sell and can tell you their story.

Flinders + Co owners David and son James

GREEK 'N OUT

GREEK STREET FOOD

G O GREEK

VILLAGE SALAD / 11 (V, GF)

Tomato, cucumber, bell pepper, Kalamata olives, red onion, feta cheese and dressed with olive oil and oregano.

POWER SALAD / 14 (V)

Village salad base with Lamb gyros, topped with side of tzatziki.

HALOUMI SALAD / 13 (V, GF)

Village salad base with grilled halloumi and beetroot tzatziki.

HOT CHIPS / 6 (V, VG, GF)

Hot chips seasoned with Greek sea salt and oregano.

FETA CHIPS / 10 (V)

Hot chips seasoned with Greek sea salt, oregano and topped with feta cheese.

IMPORTED GREEK DRINKS

Imported from the motherland of Greece. Check out our range of refreshing drinks.

G O SOUVLAKI

MARY'S LITTLE LAMB / 18

Lamb gyros served with lettuce, tomato, onion and tzatziki.

THERA'S WAY / 17

Chicken gyros served with lettuce, tomato, onion and tzatziki.

ARTEMIS / 19

Mixed lamb and chicken gyros served with lettuce, tomato, onion and tzatziki.

GREEK STYLE / 19

Lamb or chicken gyros served with lettuce, tomato, onion, tzatziki and hot chips.

TASTE OF CYPRUS / 17 (V)

Homemade halloumi served with rocket, onion, tomato and beetroot tzatziki.

GSP / 19

Lamb or chicken gyros served on top of hot chips and topped with choice of: sweet chili, garlic, barbecue sauce.

Trader highlights

"Having customers come back to tell me that after years of having no luck, their eczema is finally gone after using my chemical free products"

Grace, The Soap Shop



"Our highlight was December 2022 - doubling our shop size and doubling our sales!"

David, Coconut Revolution



"Organising the Big Freeze to raise awareness about MND. So many people saw it on the news or on Facebook and came into the Market to talk to us about it."

Barry, Kirkpatrick's Meats



"It has been fantastic to see our customers' smiles and faces without masks! One of the silver linings of international supply disruption has been an increase in quality, Australian grown goods to stock in our shop. Our organic, refillable milk has also become very popular this year."

Moshe, Moses & Co Market Wholefoods



"Everything getting back to normal again. It's nice not having to stand out the front of my shop like a bouncer counting how many people can come in!"

Gino, Frank's Quality Fruit & Veg





“My highlight would be entertaining and pranking people with my possum puppet.”

Clare, Clare’s Bears and Wares

“This year we have been buying from the heart instead of worrying about trends and it has paid off. We have managed to find a great selection of handmade, local and artisan suppliers, including a woman from Byron Bay who handmakes and hand delivers her ceramics to us.”

Aiden and Lucy, In2Homewares



“A lot of my customers have returned to live back in Melbourne and they were so happy to see I was still there. 28 years is a long time! I have been through so much with them. It made me feel great. I don’t just sell clothes - some days I was a little flat and by making their day, they made mine.”

Lara, Lara’s Women’s Clothing



“Moving into my new stall in Centre Aisle, launching my new Australian Made clothing range, converting to sustainable packaging for my candles and receiving an Early Adopter Sustainability Grant from the Market.”

Raja, Luna & Soul



“A beautiful couple that met at the Market many years ago had their wedding photos taken at the Market and in my stall back in 2017. This year they came to visit me with their newborn baby boy.”

Anna, The Little Wine Shop



“Getting a really good response to my self-designed shirt range. They have been very popular, especially as a gift. I am constantly coming up with new designs and reprinting the old designs.”

Joanne, Inside the Looking Glass



Anniversaries

This year a range of traders celebrated significant anniversaries at the Market:

10 years: Fruits on Coventry | GMA Sheepskin | Pearl n Pretty | Sweets on South | The South Melbourne Market Grocer | Yo Yo Sushi

15 years: Cupboard Under the Stairs | Emerald Hill Poultry | Naneez Childrenswear

20 years: Emerald Hill Nursery | W.B. Smith and Co Kitchenware

25 years: Golden Dragon Asian Grocery | Inside the Looking Glass

Awards

Fritz Gelato won both the Beca Award – *Highest scoring gelati* and IFF Award – *Highest scoring frozen product* for their delicious Coffee Rush Gelato at the 2023 Dairy Industry Association of Australia (DIAA) Awards of Excellence.

Rod's Fruit and Vegetables were voted Melbourne's favourite fruit and vegetable shop and came second for Victoria in the *A better choice! Retailer of the Year, People's Choice Awards*.

Rod's Fruit and Vegetables owners Scott and Roxy

Welcome

12 traders joined the Market family in 2022-23, with two new fresh produce stalls in the Deli Aisle, three new food offers and seven new general merchandise stalls. The Market has a consistently high level of demand for new stalls and maintained 100% occupancy throughout the year.

Gem Pier Seafood | August 2022

A fifth-generation Victorian fishing family that operates their own fleet of commercial vessels. They sell the fish and seafood they catch locally themselves, direct to the customer.

Brother Hatters | September 2022

Lei and the team specialise in a wide range of headwear and accessories, including caps, fascinators, beanies, wool felt hats, straw hats, scarves and ponchos.

The French Quarter | October 2022

After a quick refresh, Stall 53 commenced operating with a fresh produce, providore and take-away toastie offer. The stall will be undergoing a renovation and rebrand in 2023-24 and will open in the summer period.

My Cookie Factory | December 2022

Husband and wife team, Natasha and Juan offer a delicious selection of New York-style cookies, handmade and freshly baked onsite each day.

Flinders + Co | March 2023

A family-owned business with a passion for high quality meat products, Flinders + Co are an established supplier of products to restaurants throughout Victoria and chose the Market to open their first retail outlet.

MAVIS The Label | March 2023

Long-time stylist and fashion designer, Nova Healy, offers women's fashion and accessories featuring expressive pieces that are elegant, fun and feminine.

Saltylicious/Naturally Pure Aroma | March 2023

Locally made, affordable aromatherapy and wellness products for bath, body and beauty. All products are Australian made, natural and vegan.

Greek'n Out | March 2023

Offering authentic street food on the busy Cecil Street precinct, Greek'n Out's souvlaki and salad kiosk has quickly become a hit with locals, visitors and traders. Their full restaurant is set to open in September 2023.

Fine Selection | April 2023

Irem designs unique, artisan-made Turkish towels and robes, home textiles and hand-knitted, one-of-a-kind clothing utilising traditional techniques with a modern-day sensibility.

The Bath Boutique | April 2023

Jane handmakes every bath and body product in her stall, creating fun, colourful and unique bath bombs, soaps, soap-on-a-rope and other bath treats for home and gifting.

Greener Corner | June 2023

Ben and Ivy purchased PJ's Plants and rebranded the popular nursery in Aisle E, offering a great range of indoor and outdoor plants and pots to green-up any space.

Remedy Clothing | June 2023

Remedy Clothing is a sustainable clothing brand dedicated to producing eco-friendly, vegan and 100% recycled clothing. They opened their Centre Aisle stall after a successful run as a pop-up stall in SO:ME Space.



Farewell

During 2022-23 the Market also farewelled some traders:

- Max's Manchester
- JoePat Fashion Accessories
- LJ Fashion
- Tony's Meats
- Steve's Deli
- The Fish Shoppe
- Lat's Sushi
- Eat More Fruit
- PJ's Plants
- Yakedy Yak

Tan and Sue of Dragon Room Chinese (pictured left)
and Köy Gözleme (pictured right)

Stall relocations and new stall fit-outs

Several existing Market traders moved to new locations in the Market and/or completed upgrades to their stalls.

Dragon Room Chinese | September 2022

An upgrade to the existing stall to open views into the kitchen, allowing customers to see authentic Chinese food being made to order.

Coconut Revolution | December 2022

An expansion to the existing stall to enhance the presence of the brand, promote the offer and highlight the unique product range.

Ruby & Sky | December 2022

A relocation to a larger, prominent corner in the SO:ME Space and a full stall fit-out has provided Ruby & Sky with a beautiful new look.

Yo Yo Sushi | January 2023

A relocation to the Food Hall from Cecil Street and a new fit-out to showcase the freshly made sushi and sashimi on offer.

Luna & Soul | January 2023

A relocation to Centre Aisle to showcase the brand's growing sustainable range. Further fit-out upgrades are to be completed in late 2023, along with the introduction of a menswear range.

Koy Gözleme | March 2023

A relocation to a new stall on Cecil Street. The eye-catching new fit-out continues to allow customers to watch their fresh gözleme being prepared while they wait.

Remedy Clothing | June 2023

A relocation to a new stall in Centre Aisle. Supporting the brand's recycling ethos, all aspects of the Victorian terrace inspired fit-out were made from upcycled and recycled materials.

Attiq Ladies Clothing | June 2023

A relocation to Aisle D and a new stall fit-out has given the business a great refresh.

Pop-up stalls

Pop-up stalls ensure consistently high occupancy levels while stalls are in transition between permanent traders and maintain the overall Market customer experience. Pop-up stalls over the 12-month period have included:

Novus Tweed

Originally from the SO:ME Space pop-up precinct, Novus Tweed are a vintage clothing retailer carrying "A" grade vintage garments for men and women.

Uncle Charlie's Taste of Country

Uncle Charlie's is a 100% Aboriginal-owned and run business selling Australian native bush food flavoured snacks and bush flavoured dog treats.

Al Naturale

A Melbourne made and high-quality nut milk producer, their almond milk has the highest percentage of nuts of all nut milks in Australia. Their range also offers hazelnut and walnut milks.





SO:ME Space

SO:ME Space is a unique retail precinct within the Market that supports the incubation and development of new businesses. Priority is given to businesses that focus on sustainable, innovative, locally designed and/or locally made products.

This year 45 emerging small businesses were featured in the pop-up space including:

Jaslar Pearl

Jaslar Pearl focuses on delivering an inclusive, gender fluid, urban and street aesthetic with sustainably created garments and accessories.

Corde Macrame

Macrame lights, cord bowls, wearable art and accessories handwoven using natural fabrics on the Mornington Peninsula.

Luv Sky

Luv Sky is inspired by the laid-back Australian coastal lifestyle, fashion trends and beach holidays, offering women's swimwear, recycled jewellery and hair accessories.

Rooii By Tuvisha

Homewares and clothing designed in Australia by Tuvisha and sustainably made in India. Products include beautifully designed and coloured bedlinen, throws, ottomans and clothing.

In 2022-23 the SO:ME Space continued to grow in popularity. The short-term pop-up stalls are booked six months in advance and have an increasingly high demand for return businesses, with approximately 50% of businesses requesting a future booking after their initial timeslot.

Sophie of La Sierra (pictured top) and Gimo and Kelly of Osara (pictured bottom)



2021–25 Strategic priority progress update: Differentiated retail offer

The Market will develop a Retail Strategy to provide a solid framework to build the best retail experience and review the policies and procedures that support the retail operation to enable the renewed Retail Strategy to be seamlessly implemented. We will build a pipeline of the best businesses and concepts to add to the retail offer and develop a precinct plan to continuously improve the visitor experience in every part of the Market.

Initiative	Actions	Status
Retail Strategy	Develop Strategy	
	Implementation	
	Update documentation to reflect changes annually	
Market Precinct Plan	Review the Market's precincts	
	Develop flexible Precinct Plan	
	Review the plan annually	
Create a pipeline for the Market	Market research for best practice and global trends	
	Trader pipeline development	
Retail Support and Continuous Improvement	Develop two-way communication platform	
	Develop Business Incubation Program	
	Collaboration with traders	
	Continual support of traders with business development	

 Completed  Ongoing

2022–23 Strategic outcomes

Work on building the Market's retail operations is on track, with key initiatives and milestones met in the 2022–23 period, including:

Retail Strategy

The Retail Strategy provides a mix framework for developing and building the Market's differentiated retail offer for now and into the future. The framework is used to curate an evolving mix of authentic and innovative offers, support existing traders and ensure the Market's ongoing relevance to the customer and our community. The guiding principle of the Retail Strategy is: right offer, right location, right operator.

Of the 12 new traders that joined the Market this year, six were a sale of business, retaining an existing offer in the Market's mix. The six additional new offers provide Market shoppers with options in categories including sustainable and ethical clothing, health and wellness and a food option that aligns to the children's / family precinct.

The Market's most recent customer exit survey research conducted in May indicates a strong satisfaction with the Market retail mix, with 97% of respondents rating the overall offer as very good/excellent.



Precinct Plan

The Market's Precinct Plan provides the guidelines and vision for creating an enticing and evolving customer experience at the Market. The plan aims to drive a better shopping experience that targets customer needs and improves trader profitability through increased spend, dwell time and customer return frequency.

2022–23 saw a focus on the Market's general merchandise areas with the development of a plan for new curated zones within the precinct that target customers' needs including:

- value women's fashion and accessories
- health and wellness
- gifting
- kids
- value men's fashion and services
- design hub/creative, innovative
- services

The zones are designed to support, increase and leverage customer flow channels through the Market and complement the existing locations of key traders.

The 2022–23 period has provided opportunities to commence implementation of the plan, resulting in significant changes in both Aisle D and Centre Aisle.

Lei and Junny of Brother Hatters



Trader spotlight

Rod Cameron, The Merchant of Fairness

Rod has been running his bookshop in the same location at South Melbourne Market for 39 years. He's loved every minute of his time as a retailer in the Market community.

"My bookshop has gone through multiple physical changes over the nearly four decades of its existence and many of my customers have remained in some connection either in person or through family. The professional romance – or these commercial friendships – is potent and enduring."

Rod specialises in unique, collectable and rare books, as well as providing a range of second-hand titles in the more popular genres. He brings some 600-700 new titles in every week, so there is always something new for the customer to discover.

"I constantly buy stock from the viewpoint of offering my customers an ever-changing diversity of stock from which they may choose."

As well as his loyal local customers, Rod has regular visitors from across the globe who pop in hoping they will find that sought after title to add to their collection.

Business incubation

The SO:ME Space strategy incorporates a trading progression plan to support small businesses through the Market from short-term pop-ups, to longer-term temporary tenancies and permanent licences, both within the SO:ME Space and the broader Market.

In line with the strategy, several short-term pop-up businesses moved into longer-term spaces this year. Assisting and supporting these small businesses provides the Market with a vehicle for growth into the general merchandise areas and the opportunity for the traders to continue to evolve their businesses:

- MAVIS The Label
- The Bath Boutique
- Fine Selection
- Remedy Clothing
- Osara Australia





Brand

Customer experience, marketing and events

South Melbourne Market continues to position itself as The Quintessential Village Market – the local's place to shop, eat, drink and meet.

The 2022-23 period saw a number of key initiatives undertaken to generate brand awareness, drive visitation and support Market traders. This included promotional campaigns and onsite entertainment and activity for the Christmas and Easter periods, as well as the return of the Market's premier major event, the Port Phillip Mussel & Jazz Festival.

2022–23 Event highlights

- **NAIDOC Week** live music program
 - The return of **Ride2Work Day** (following cancellations due to COVID-19), with free breakfast and coffee for riders, bike engraving and registration with Victoria Police, plus music, giveaways and entertainment
 - **Guided historical tours** for Senior's Week
 - Opening of the **new Food Hall Courtyard precinct**
 - **IDAHOBIT Acoustic Jam** presented in collaboration with the City of Port Phillip and FReeZA
 - **Lunar New Year celebrations** with traditional lion and dragon dancers
 - **New public artwork** by Laura Blythman in the SO:ME Space / East Aisle
 - **Two ticketed 'Foodie Affair'** events with A Truffle Affair in July 2022 and A Fungi Affair in June 2023
 - **Sustainable art classes** for children in collaboration with Serene Kitchen and the Rupert Bunny Foundation
 - **Two film screenings** in the Market Food Hall as part of the Academy Accredited St Kilda Film Festival
 - **The Big Freeze, ice bucket challenge** event hosted by Market traders to raise funds and awareness for FIGHTMND
 - **Monthly Foodie Tours** with the event selling out every month since it's return post COVID-19
 - Continuation of the Market's popular **Junior Chef program**, which takes children and their parents or carer on a shopping adventure at the Market to meet traders, learn about produce and seasonality and then head home to create an affordable meal for their family
 - **Monthly bike hub** in collaboration with City of Port Phillip and Back2Bikes, offering free ten-minute bike tune-ups for riders
-



Port Phillip Mussel & Jazz Festival

The Port Phillip Mussel & Jazz Festival returned to South Melbourne Market on the Labour Day long weekend in March following cancellations in both 2021 and 2022 due to COVID-19.

Cecil Street was closed to traffic and the Market came alive with a two-day seafood street party celebrating our favourite mollusc, set to a soundtrack featuring the city's best in jazz and soul musicians. The festival featured a great range of street food vendors, entertainment and free family fun, and was popular among locals and visitors alike.



Digital communication

The Market's digital communication channels continue to grow in reach and engagement year on year:

Channel	June 2023	Growth
Website users	561,323	36.8%
Website new users	565,346	37.4%
Website sessions	725,763	33.5%
Website page views	1,427,101	35.7%
Instagram followers	69,992	16%
Instagram engagement		29.2%
Facebook followers	51,991	20.6%
Facebook engagement		106.6%
EDM subscribers	51,738	-2.9%
EDM average open rate	36.5%	31%

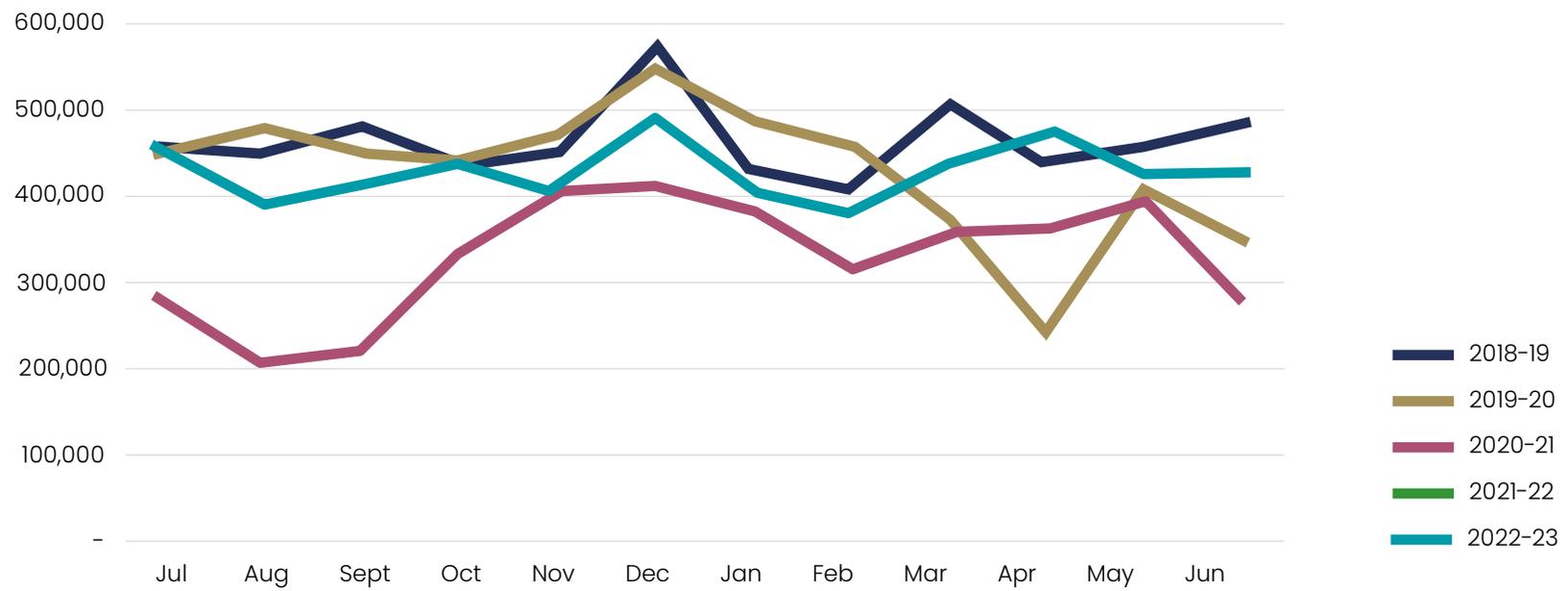


Visitation and consumer insights

Market visitation

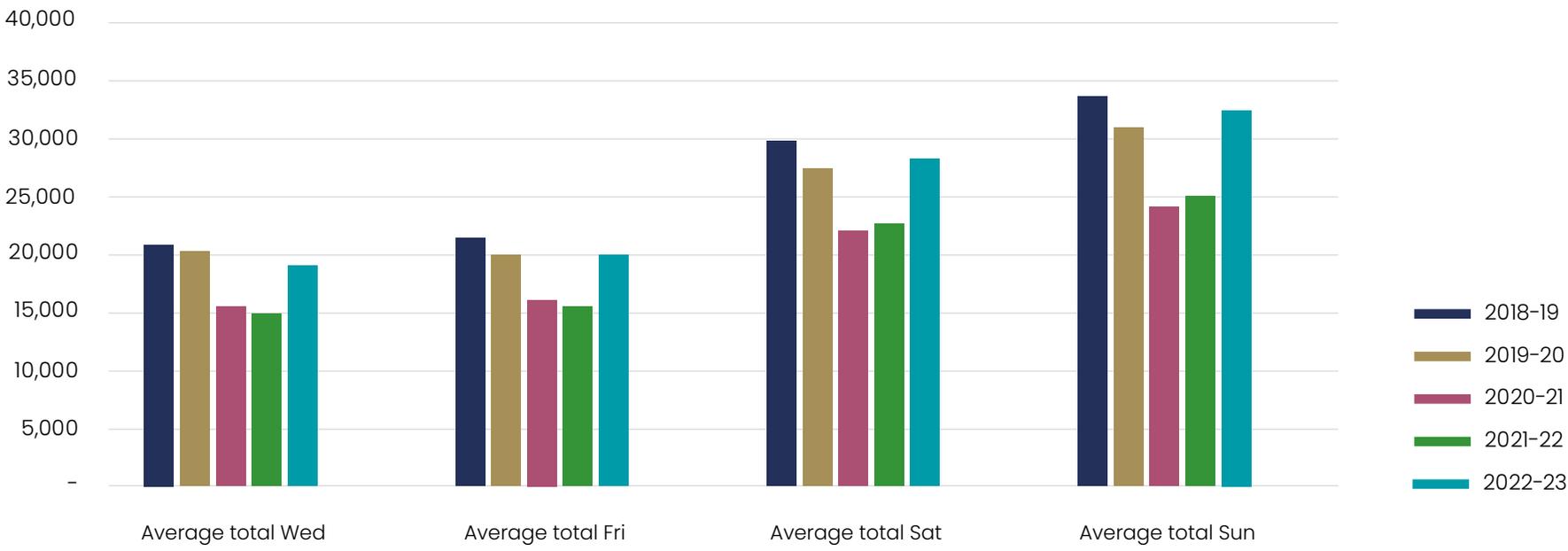
Market visitation is measured using infrared sensors that count people entering and walking around the Market. In 2022-23, visitation totalled 5.14 million, a 28% increase on the 2021-22 period and a 7% decrease on the 2018-19 (pre-pandemic) period.

Visitor numbers per month



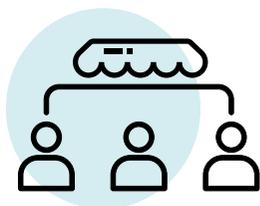
As the number of trading days per month varies, the average visitor numbers by trading day (Wednesday, Friday, Saturday and Sunday) is also measured. Visitation in 2022-23 on each Market day was up by an average of 27% from 2021-22 and down by 6% from 2018-19 (pre-pandemic).

Average foot traffic per Market day

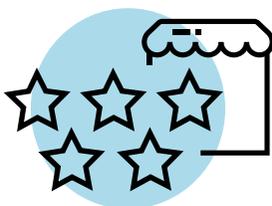


Consumer insights

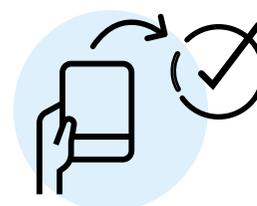
Regular market research with customers through onsite and online surveys is undertaken to understand consumer demographics and behaviour. Customer exit surveys conducted in May 2023 revealed:



Average visits per year
41



97% rate the Market as
Very Good or Excellent



A world-class Net
Promoter Score of **84**



2 in 3 shoppers
live locally

Customer reviews

- "I've been shopping at this place for 20 years now, in a short sentence to describe it would be: **beautiful place, makes you feel welcome, good value for your shopping, very good quality for customer service and for the products** themselves."
- "Lots of selection, **a good vibe** and friendly atmosphere."
- "We **absolutely love love love this market!** They have the best croissants and a great selection of fresh seafood and cooked foods! It's an absolute gem."
- "Just the **best market in Melbourne.**"
- "One of the few markets left in Australia that's worth visiting. There's a great selection of stalls from foods, to homewares, to clothes and gifts. **Highly recommend stopping by** as both a local and a tourist."
- "We had a lovely experience at this market. **The sight the scenes, it's a really cool place** and great asset for Melbourne."
- "**My happy place!** Such a great vibe."
- "Absolutely love this market and **we come to visit every time we visit Melbourne!** Great selections of delis, patisseries, seafood, arty nooks, fresh food and supplies!"
- "This is, in my opinion, **the best market in Melbourne.**"
- "I recently had the pleasure of visiting the South Melbourne Market, and I must say, it exceeded all my expectations! **This bustling marketplace is an absolute treasure trove** for foodies and shopping enthusiasts alike."

Source: Google

Supporting our community

Community space

As a part of the Market's commitment to supporting the local community, the Market offers pop-up spaces for community groups, not-for-profit organisations and charities free of charge.

During the 2022-23 period, the Market hosted a range of groups including:

- Australian Conservation Foundation
- Elwood Choir
- Possum Portraits
- Artsbus Arts for Kids
- Port Phillip Men's Shed
- South Melbourne Primary School
- Jobs Victoria
- New Acropolis Australia
- The Mac.Robertson Girls' High School
- Refugee Action Collection

Food relief

In conjunction with the Port Phillip Community Group, Hare Krishna Melbourne commenced collecting excess food and produce from Market traders in April 2020. The donated food is collected by volunteers each Sunday and used to make food packs and hot meals for vulnerable and isolated members of the local community. Recognising the Market as an ideal community gathering point, the Market and Hare Krishna Food For Life program commenced in 2021, providing a free, hot meal service on Sunday evenings which continued through the 2022-23 period. Since the program commenced, over 3,000 hot meals have been served.

Winter coat drive

The Market once again partnered with the Off Your Back coat drive over the winter months to be a key collection point of pre-loved coats and jackets to provide warmth and comfort to those experiencing homelessness in our community.

Breakfast Club

The City of Port Phillip's 'Breakfast Club' at Park Towers continued in 2022-23, made possible through generous donations from several Market traders including Frank's Quality Fruit & Veg, Babe's Farm Fresh Produce and Cobb Lane Bakery. The initiative provides a free, healthy and nutritious breakfast to children and their families before school.

2021–25 Strategic priority progress update: Enhance the South Melbourne Market brand

The Market will research and analyse the Market's brand equity; measure brand strength; enhance the customer experience; develop a five-year environmental sustainability strategy; and embrace digital technology to improve business efficiencies and support future growth.

Initiative	Actions	Status
Brand	Conduct Market Research (initial)	Completed
	Development of brand framework – True North	Completed
	Update brand guidelines	In Progress
	Develop Marketing and CX Strategy	In Progress
Customer Experience	Prepare vision	Completed
	Develop CX Gap Analysis	Completed
	Implementation of Marketing & CX Strategy	2023-24
Digital Technology	Showcase the Market virtually	Ongoing
	Develop Digital Strategy for Market	Completed
	Strategy implementation	Ongoing
Sustainability Strategy	Prepare vision	Completed
	Develop Strategy	Completed
	Strategy implementation	Ongoing

■ Completed
 ■ Ongoing
 ■ In Progress

2022–23 Strategic outcomes

Work on enhancing the Market's brand is on track, with key initiatives and milestones met in the 2022-23 period. One of the biggest achievements has been the development of the Market's first Environmental Sustainability Strategy.

Sustainability Strategy

The Market launched its 2023-27 Environmental Sustainability Strategy, the first of its kind for the business. Developed through extensive consultation with Market traders, our cleaning and waste management contractors, the South Melbourne Market Committee, the City of Port Phillip and Market community, the strategy outlines a range of actions focused on reducing waste, transitioning to zero energy carbon emissions and reducing water usage and impact on waterways.

The Strategy identifies 40 actions which will enable the Market to achieve its vision to be a leader in sustainability, with work well underway to deliver these actions (see pg. 46)





Trader spotlight

Zarifa Hameed, Zarifa's Collection

Zarifa is passionate about style. Always immaculately coiffed, beautifully dressed and smiling, she has been sharing styling advice with women at her stall for over three decades.

Zarifa's market journey began not long after she arrived in Australia from Afghanistan in the late 1980s when she established a stall selling t-shirts at Queen Victoria Market. However at the time, she was living not far from South Melbourne Market and visited often to buy fresh produce and groceries. It wasn't long before she decided it was a more convenient location to start a business while raising her two daughters and made the move to start selling women's fashion at South Melbourne Market in 1991.

Over the years, Zarifa has come to love the atmosphere and vibe of the Market.

"I love the community feel as well as the fact that the South Melbourne Market is also progressive and has a vision for the future. That makes it exciting, and I want to be a part of that."



Brand The Quintessential Village Market



Asset management

Ongoing investment in the Market asset is crucial for the smooth and efficient functioning of the facility, ensuring a safe and enjoyable environment for traders and the community. It guarantees operational efficiency and builds a sustainable foundation for future growth.

Renewal works

The South Melbourne Market renewal works are part of an annual rolling program comprising multiple projects that relate to safety, essential services, accessibility and renewal of ageing infrastructure. These ongoing works aim to enhance overall operational efficiency and address key areas of concern within the organisation.

Stall upgrades

The refurbishment of existing stalls is part of the Market-wide program of reinvestment. The key objective has been to ensure changes are aligned with the current expectations of the Market customer while also maintaining the Market's essence.

In the 2022-23 period, the Market assisted several traders to refurbish their stalls including Ruby & Sky, Luna & Soul and Remedy Clothing. The Market also completed a refresh of two SO:ME Space stalls located near the Market's central stairs.

In addition to the refurbishment of existing stalls, a major fit-out was completed for Flinders + Co in the Deli Aisle.

Base builds

The Market successfully completed several base build refits, ensuring vacated stalls are functional, fit for purpose and are building code compliant. These upgrades represent the Market's commitment to maintaining high quality facilities in an efficient and effective manner and support the success of the traders.

Public space and facilities upgrades

The Market made a number of improvements to public facilities, providing a safer, more enjoyable experience for the wide variety of customers who visit. These include:

- A digital screen at the rooftop carpark entry boom gate. As the Market's parking fees change depending on the day, the new screen provides clarity for the customer by displaying the fees applicable for that day.
- A refresh of the Market Food Hall façade and various amenities.
- Resurfacing of 40% of the Deli Aisle floor.
- New landscaping, resurfacing and line markings in the York Street carpark.

The Courtyard

In October 2022, the Market's new outdoor dining precinct opened, providing a welcoming space for Market customers to enjoy the delicious food and beverages on offer. The Courtyard provides increased seating and space for the Market community to catch up with friends and family while also doubling as an activation and event space to host live entertainment, family activities and community events. The \$450,000 project was funded by the Australian Government's Local Roads and Community Infrastructure (LRCI) program and was one of seven projects delivered by the City of Port Phillip to improve community infrastructure and support local jobs.



Capital project delivery

Traffic Management Plan

To improve the interaction between vehicles, workers and the community, the Market commenced implementing features of its new Traffic Management Plan (TMP). The TMP aims to enhance safety while minimising the risk of accidents and injuries. Measures include implementing traffic flow control, ensuring clear signage and communication, providing safe pedestrian access and promoting driver awareness.

Central stair upgrade

In March 2023 works were completed on a safety upgrade to the Market's central stairs. The upgrade included refurbishing the stair nosing, changing the landing at the base of the stairs and installing a new balustrade.

Essential safety and comfort fans

Works commenced on the installation of new smoke extraction and comfort fans in Aisle B in 2022. The extraction fans assist in removing smoke from the building in the case of a fire and the comfort fans help reduce excessive heat, providing a comfortable experience for all users of the Market. Works are expected to be completed in August 2023.

Back of house safety improvements

A range of safety works were undertaken in the Market's back of house areas including installation of new racking and height restriction signage in the loading bay, a new waste drain in Aisle E and waste compound improvements.



2021–25 Strategic priority progress update: Improve South Melbourne Market asset

The Market will deliver asset improvement priorities in the Market's Compliance Plan and develop and implement a risk and safety plan for a safer environment for all. We will futureproof the Market by creating a visionary master plan (The NEXT Project) for the precinct that will deliver on the project's key objectives for the next 50 years.

Initiative	Actions	Status
Deliver Compliance Plan	Reporting, execution and delivery of Compliance Plan	
Risk and Safety Plan	Develop Safety Management System	
	Implementation of Safety Management System	
	Develop digital platform to manage compliance	2023-24
Asset Improvement Plan	Develop Asset Management Plan	
	Develop Asset Improvement Plan	
Explore and deliver on The NEXT Project	Develop holistic vision for the future of the Market	
	Secure support for Project Connect	
	Prepare, plan and develop Project Connect program	

 Completed  Ongoing  In Progress

2022–23 Strategic outcomes

The Market is on track with works to continually improve and futureproof the Market asset, with key initiatives and milestones met in the 2022–23 period, including:

Compliance Plan

In conjunction with the City of Port Phillip Project Control Group team, the Market commenced year four of the ten-year compliance plan works. Due to a range of impacts including supply chain and resource shortages, a significant portion of the 2021–22 projects and allocated budgets had been rescheduled to the 2022–23 financial year. The majority of these projects have been brought back on track, with two substantial projects realised during this period.

The amenities and regrading project was deferred and will be partially integrated into the larger Project Connect program which will offer improved funding allocation, better coordination between building works and enhanced visibility.

Risk and Safety Plan

In partnership with the City of Port Phillip's Safety and Wellbeing team, the Market commenced the process of implementing the new Safety Management System (SMS). The SMS aims to enhance control measures and serve as the foundation for effectively identifying new and emerging hazards and has seen the improved utilisation of both the risk and hazard registers in the past 12 months. The SMS will assist the Market to mitigate risks before they lead to OH&S incidents, foster a positive workplace culture and improve the health and safety of Market traders and users.

Project Connect (formerly The NEXT Project)

To ensure the successful future of the Market, work commenced in 2020 on developing a concept design that would provide an uplift to the Market while also delivering required asset renewal and compliance works.

In June 2023, Council approved an additional capital investment of \$17m over ten years to deliver Project Connect, an uplift plan that will ensure the Market continues to provide a safe, enjoyable and accessible experience for the whole community to enjoy.

Project Connect is focused on improving public space around the Market, reducing congestion, improving visitor experience, improving trader productivity and providing increased connection with the broader South Melbourne precinct.

The Market will be conducting further trader and community consultation in 2023–24 as the project progresses.



Environmental sustainability

We're transforming the environmental impact of your Market; for our traders, our shoppers, our community, our planet.

South Melbourne Market is passionate about environmental sustainability and aims to be a leader in this field. To achieve this, the Market developed a 2023-27 Environmental Sustainability Strategy that identifies three key outcomes the Market will work towards over the next five years:

- Wipe out waste
- Transition to zero carbon emissions
- Reduce water use and impact on water ways.

Together with its traders, the Market aims to improve its sustainability performance and achieve better environmental outcomes for its shoppers and the community.

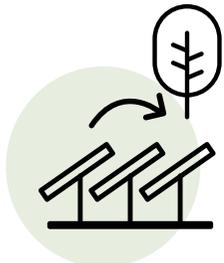
2022-23 Sustainability performance



65%
waste diversion
=
117 garbage trucks
of landfill avoided



4%
reduction in
potable water use
=
1.56 million bottles
of water saved



20%
reduction in
electricity use
=
26,960 trees
planted

The Market has made improvements in reducing both electricity and potable water use. Waste has seen a small increase in diversion rates; a significant improvement is expected as the strategic actions to reduce waste are implemented over the next five years.

	Waste diversion	Potable water (KL)	Electricity (kWh)
Baseline (2018-19*)	64%	23,943.4	952,769.1
Actual 2022-23	65% +1%	23,006.4 -4%	778,242.2 -20%
2027 target	85%	TBC**	25% reduction

* 2018-19 baseline chosen as figures were not impacted by COVID-19 restrictions ** target to be set in 2023-24 as per Environmental Sustainability Strategy action

Power

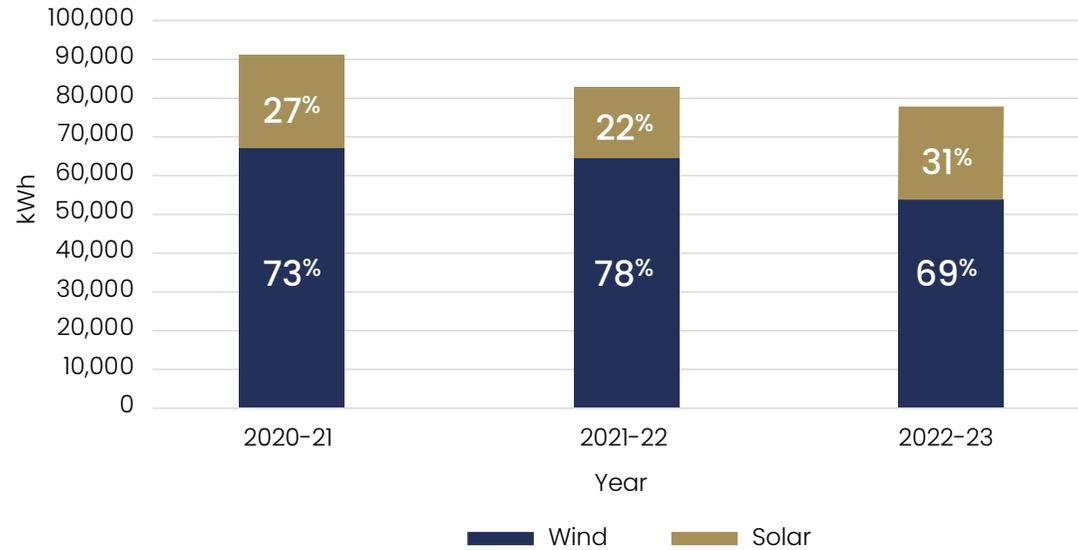
In 2022-23 the Market avoided 840.50t CO2e through using 100% renewable electricity sources. This is equivalent to the carbon absorbed by over 84,000 trees in a year.

A total of 778,242.15 kWh of power was used, a 6.14 % reduction in use on the previous year. LED lighting upgrades in areas including the loading bay, central stairs, offices and Aisle G amenities have contributed to the energy savings. An asset-wide lighting upgrade in 2023-24 will also see a significant increase in energy savings.

31% of the Market's power came from the 200kwp solar system on the Market's roof. It generated 238,725kWh of electricity, a 27.5% increase on the previous year with a cost saving of \$28,000.

The remainder of the Market's electricity is generated by wind farms at Crowlands, a small agricultural community north of Ararat. The power is purchased through the Melbourne Renewable Energy Project (MREP), a local government-led collaboration between public and private sectors to deliver electricity cost certainty while driving investment in renewable energy projects.

Electricity

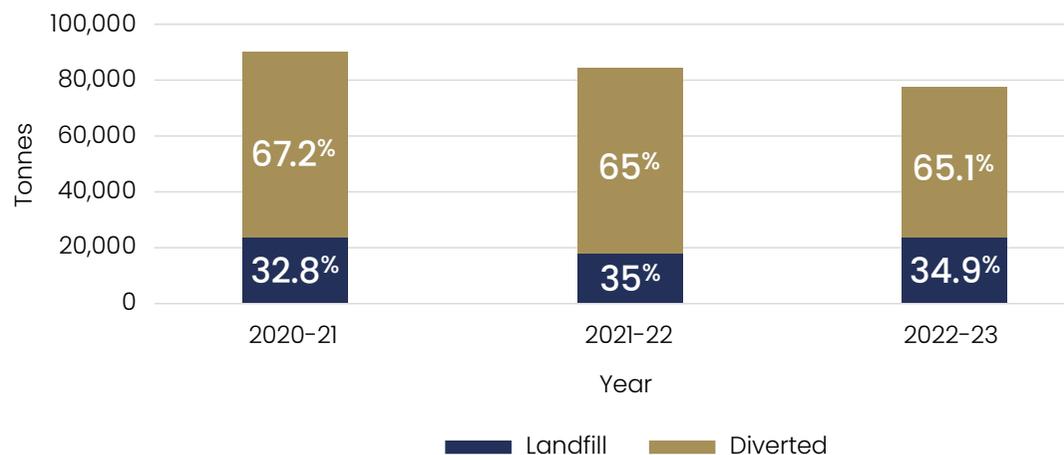


Waste diversion

The Market's waste is sorted into 13 different recycling streams to divert as much waste as possible from landfill.

This year, the Market generated a total of 1,793.28 tonnes of waste, a 3% decrease on the previous year. Of this, 65% was diverted from landfill, which remains at the same level as 2021-22.

Waste



Shuck Don't Chuck

- Instead of being sent to landfill, the Market's oyster, mussel and scallop shells are collected from the Market, cured and then used to rebuild reefs in Port Phillip Bay. In partnership with The Nature Conservancy, almost 70 tonnes of shells were collected from the Market in 2022-23.

Customers and traders doing their part

- Through refilling reusable drink bottles at Market water fountains, customers and traders avoided the equivalent of 41,258 600ml single-use plastic water bottles.
-



Trader spotlight

Michael Slater, Spotty Dot

Spotty Dot sell traditional toys and quality children's gifts that are made to last.

Michael is on a journey to make his business more sustainable by adding products made from recycled materials for his store.

This year he introduced a scooter made from 100% recycled plastic and biodegradable wheat straw and soft toys made from 100% recycled materials that can be also recycled at end of life.

Michael is proud of the changes he has made so far and looks forward to expanding his eco-friendly range as more products become available.

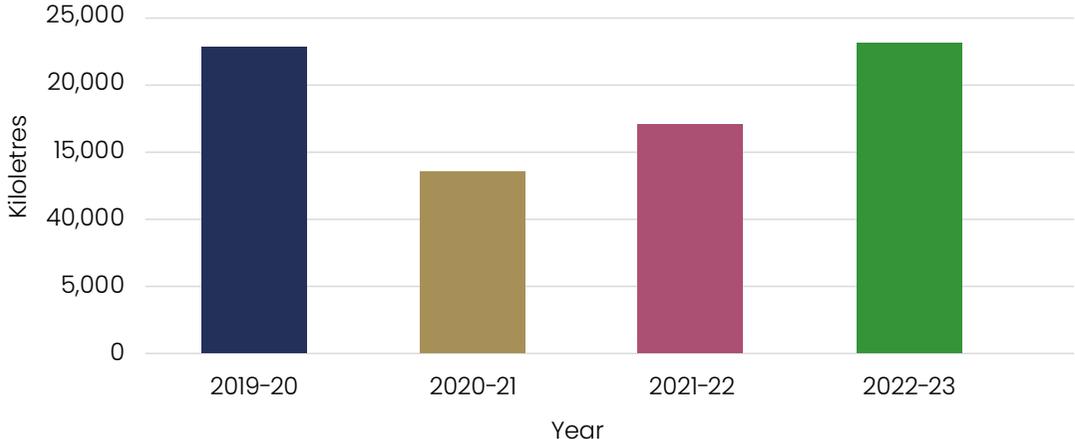
Water

In 2022-23, the Market used 23,006.4 KL of potable water, a 30% increase on the previous year. This is to be expected with the 28% increase on 2021-22 attendance figures.

To help reduce potable water use, the Market has a 500,000-litre rainwater tank that collects rainwater from the rooftop carpark. The water is solar treated and then used for wash-down applications, by florists and to flush the toilets.

An average of 450 kilolitres of rainwater is used by the Market each month, comprising almost 20% of the Market's total water use.

Potable water use



Greener Corner owner Ben

2023–27 Environmental Sustainability Strategy

Progress update

Initiative	Actions	Status
Single use plastic reductions	Develop and implement staged plan for a five-year phasing out of single-use plastics.	Completed
	Implement an Early Adopter grant scheme	Completed
Waste reduction and improvement of waste processing	Improve customer facing bin sorting (including green waste and simply cups bins) to encourage customer separation of waste	In Progress

Completed
 Ongoing
 In Progress

2022–23 Strategic outcomes

In January, work commenced on the first three of the 40 actions that the Market will implement to improve its environmental sustainability outcomes. The actions implemented in 2022–23 were largely focused on reducing waste.

Plastic produce and net bag ban

This year the Market developed a staged plan to phase out unnecessary single-use plastic from both trader and Market operations over the next five years. In response to customer feedback, the first of these items to be banned were plastic produce and net bags from the Market's fruit and vegetable stalls. To achieve the best environmental outcomes, customers are encouraged to '*BYO Reusable Produce Bags*' or '*Reduce Single Use*' and choose to skip the paper bags for items that can be put straight into the basket. Through the combined efforts of shoppers and traders, the Market will be avoiding tens of thousands of single-use plastic items going to landfill every year.

Multi-stream customer facing bins

To improve waste diversion from landfill and educate customers, the Market has developed a multi-stream bin solution that will be implemented across the site. Commencing with the Market Food Hall and general merchandise areas, all bin stations will be upgraded to provide comingle, organic, coffee cup and landfill options, ensuring customers always have the option to recycle their waste correctly. Shell bins will also be included in the key eating areas. The new designs for the bin shrouds provide clear information for customers about what can go in each bin and encourage them to learn more about how their waste is diverted from landfill.

Early Adopter Sustainability Grants

In May, the Market launched its inaugural Early Adopter Sustainability Grant program. The program was introduced to encourage and support traders to implement environmentally sustainable business practices on top of the actions outlined in the Market's Strategy. Grants of up to \$10,000 were available which could contribute to projects such as stall fit-out upgrades, design and development of new products or services, community education or initiatives that reduce plastics and waste.

In 2022–23 four traders received grants for their sustainability initiatives:

- **Fruits on Coventry** will reduce single-use plastics and positively influence consumer behaviour by introducing reusable net bags in-store for bulk items.
- **Luna & Soul** will introduce biodegradable packaging that is 100% plastic free.
- **Tea Drop** will be changing their packaging to remove plastic liners from their tea tins.
- **Theo's Deli** will reduce carbon emissions with an energy-efficient refrigeration upgrade.

The grant program will continue to run over the following two years thanks to support from the City of Port Phillip.

Financial management

2022–23 Financial report

Operating budget

This year, the Market's operating surplus of \$380,000 was higher than anticipated due to a reduction in operating expenses.

While other retail precincts are still experiencing high post-covid vacancies, the Market retained 100% occupancy and strong demand from businesses wishing to have a stall at the Market, supporting the achievement of the income budget through strong rental income.

New weekend parking fees were introduced in July 2022 to address vehicle congestion issues and subsidise the cost of the traffic management required to improve pedestrian safety on Coventry Street. This additional income also contributed to the surplus.

To ensure compliance with the National Competition Policy (NCP), the 2022–23 period saw both notional rent and internal overheads included in South Melbourne Market's financial statements to reflect estimated costs associated with running a commercial operation. The NCP was introduced in 1995 to ensure that activities undertaken by the government compete fairly in the market.

Capital works

The Market's capital works program delivered four key projects including the central stair upgrade; Aisle B smoke extraction and comfort fans; and the public safety improvements program; along with the LRCI Commonwealth funded Food Hall Courtyard.

South Melbourne Market Income Statement 2022-23

	2022-23 Actual (\$'000)	2021-22 Actuals (\$'000)	Variance (\$'000)	Variance %
Licence Fees / Rent	6,472	6,077	395	7%
Grants Operating	25	0	25	0%
Capital Grant	22	180	(158)	(100%)
Parking Fees	791	356	435	122%
Other Income	864	878	(13)	(2%)
Total Income	8,175	7,490	684	9%
Employee Costs	1,581	1,699	118	7%
Materials & Services	111	156	45	29%
Contract Services	3,016	2,646	(371)	(14%)
Utilities & Insurance	408	414	6	1%
Financing Costs	0	1	1	100%
Depreciation	256	300	43	14%
Congestion Levy	294	284	(10)	(3%)
Fire Services Levy	17	19	2	11%
Land Tax	297	276	(21)	(7%)
Bad and Doubtful Debts	(90)	38	127	338%
Professional Services	159	170	11	6%
Marketing and Advertising	380	354	(26)	(7%)
Other Expenses	105	165	60	36%
Notional Rent	1,045	1,033	(12)	(1%)
Internal Head Office Overhead Costs	146	143	(3)	(2%)
Operating Projects	70	37	(33)	(89%)
Total Expenses	7,795	7,733	(63)	(1%)
Operating Surplus/(Deficit)	380	(242)	622	257%

South Melbourne Market Income Statement - Converted to Cash

	2022-23 Actual (\$'000)	2021-22 Actuals (\$'000)	Variance (\$'000)	Variance %
Adjustments for non-cash operating items:				
Add: Depreciation	256	300	43	14%
Adjustments for investing items:				
Less Capital Expenditure	(1,603)	(1,365)	(238)	(17%)
Adjustments for financing items:				
Less Lease Repayments	0	(127)	127	(100%)
Adjustments for Reserve Movement items:				
Net Reserve Drawdown / (Replenish)	(25)	270	295	109%
Current Year Cash Surplus/(Deficit)	(991)	(1,165)	173	15%
Opening Cash Surplus	(2,072)	(907)	(1,165)	(128%)
Closing Cash Surplus/(Deficit)	(3,063)	(2,072)	(991)	(48%)

South Melbourne Market Income Statement - Capital Program

	2022-23 Actual (\$'000)	2021-22 Actuals (\$'000)	Variance (\$'000)	Variance %
Cecil Street Essential Services Connect	43	28	(15)	(55%)
Compliance Works	24	103	79	77%
Public Safety Improvements	126	687	561	82%
Food Hall Courtyard	353	171	(182)	(106%)
Fire Stairs to LI	28	18	(10)	(58%)
Central Stairs	120	21	(99)	(472%)
Smoke Extraction Fans	407	36	(371)	(1031%)
Stall Base Build Changeover 2022-23	226	103	(123)	(119%)
Renewal Program	212	185	(27)	(15%)
York Street Stair and Lift	11	0	(11)	0%
Amenities Upgrades and Regrading	51	12	(39)	(329%)
Total Capital Spend	1,603	1,365	(238)	(17%)

South Melbourne Market Income Statement - Operating Projects

	2022-23 Actual (\$'000)	2021-22 Actuals (\$'000)	Variance (\$'000)	Variance %
Environmental Sustainability Strategy Initiatives	70	75	5	7%
Total Capital Spend	70	75	5	7%

2021–25 Strategic priority progress update: Build financial stability

The Market will improve current revenue streams, generate new revenue streams, implement cost efficiency disciplines and tight management and adherence to the Market budget.

Progress update

Initiative	Actions	Status
Develop new multi-faceted revenue model	Explore and develop new rental model	
	Trader consultation / negotiation	
	Implement revised rental model	
Develop new revenue opportunities and minimise costs	Develop and implement Partnership / Sponsorship Strategy	
	Explore and implement new revenue generation plan	
	Review expenses – implementing a culture of cost discipline	

 Completed  Ongoing  In Progress

2022–23 Strategic outcomes

Work to ensure the Market is financially sustainable is on track, with key initiatives and milestones met in the 2022–23 period, including:

New rental model

A strategic priority of the South Melbourne Market Committee and the City of Port Phillip is to secure the financial sustainability of the Market for future generations.

Following two years of extensive research and working with industry experts, the Market implemented a revised rental model in 2022–23 to support the Market's long-term financial sustainability.

This model has enabled the Market to achieve rents that more closely reflect the commercial value of the space and allows traders to negotiate more commercially appropriate terms so they can amortise their investment over a longer period.





Governing our Market



Special Advisory Committee

South Melbourne Market is owned and operated by the City of Port Phillip. It is overseen by a Special Advisory Committee of the Council under the Local Government Act.

Following an extensive governance model review, the decision to remain a Special Advisory Committee was supported by Council in October 2022.

Role of the Committee

The South Melbourne Market Committee Charter (Charter) guides the decisions of the Committee and Market Management.

The purpose and objectives of the Committee are to provide advice to the Council and Chief Executive Officer or delegate to:

- (a) 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;
- (b) promote the Market and encourage its use by residents, visitors and the community; and
- (c) 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 is responsible for providing advice to the Council and Chief Executive Officer on the effective management and operation of the Market, including:

- setting the long-term vision and strategic position of the Market at the local, metro and national level;
- establishing and overseeing the execution of commercially sustainable retail and brand strategies;
- understanding the needs of traders and oversee an approach that makes the Market the 'market of choice' for traders at the local, metro and national level;
- understanding customer needs and provide a customer experience that attracts new and retains existing customers to the Market;
- contribute to broader Council plans and strategies, programs and policies for the City and South Melbourne;
- advise on Market risks, opportunities and budget.

Committee members

The Committee is comprised of five members: three members independent of Council and two City of Port Phillip Councillors.

Independent members

- Jo Plummer (Chairperson) (July 2022 – February 2023)
- Amanda Stevens (Chairperson) (March – June 2023)
- Simon Talbot (Deputy Chairperson)
- Andrew Danson

City of Port Phillip Councillors

- Councillor Marcus Pearl
- Mayor Heather Cunsolo (July 2022 – February 2023, elected Mayor November 2022)
- Councillor Andrew Bond (March – June 2023)

The Chairperson of the Committee is appointed by Council and must be a member independent of Council (unless Council determines otherwise).

In February, Jo Plummer finished her tenure after serving four years as Chairperson of the Committee. Amanda Stevens commenced as the new Chairperson in March; a loyal Market shopper, Amanda brings with her extensive board and governance experience as well as experience at both local and state government levels. Former Committee member, Deputy Mayor Andrew Bond, also joined the Committee in March replacing newly elected Mayor, Heather Cunsolo, so she could focus on her mayoral commitments.

The current members bring a diverse range of skills to the Committee, including expertise in food supply chains, commercial retail leasing, retail strategy development and implementation and strong professional governance.

All members of the Committee must have significant understanding and experience at a senior level in corporate governance, risk and financial management.

Committee meetings

The new Committee model introduced in March saw a change in the Committee meeting structure, changing from six public meetings and four briefings per year to four performance reporting meetings and three strategic meetings. Market traders and members of the public can submit a question or request to present to the Committee at the quarterly performance reporting meetings.

Each member of the Committee has one vote on the recommendations put forward by Market Management and Council. The Market's Executive Director and a Senior Council Officer also attend meetings of the Committee to provide advice as required; they are not members of the Committee and cannot vote on any decisions.

The public quarterly performance reports from each meeting are published on the Market's website.

In addition to the formal meetings held, the members of the Committee meet on a regular basis to provide advice on commercial, social and environmental improvement opportunities, strategy and Council briefings.

Meeting attendance summary 2022-23

Name	Position	Attendance
Jo Plummer	Chairperson (July 2022 – February 2023)	4/4
Amanda Stevens	Chairperson (March – June 2023)	1/1
Simon Talbot	Deputy Chairperson	5/5
Andrew Danson	Committee Member	5 /5
Cr Marcus Pearl	Committee Member	5/5
Mayor Heather Cunsolo	Committee Member (July 2022 – February 2023)	4/4
Deputy Mayor Andrew Bond	Committee Member (March – June 2022)	1/1

Our Market team

The daily operation of the Market is managed by the Executive Director, Sophie McCarthy and a supporting management team of 11.2 full time equivalent staff.

The Market team is responsible for managing the core functions of the Market and delivering the key initiatives identified in the 2021-25 Strategic Plan.



Market team organisational structure



Measures of success

The Market's 2021-25 Strategic Plan identified five key measures of success. In 2022-23 the Market exceeded all targets for the year.

	 Visitor numbers	 Financial operating profit	 Occupancy	 Trader satisfaction	 Community satisfaction
Baseline	2018-19	-\$1,933,000	93%	90%	93%
Target	-8%	181,000	98%	90%	93%
Actual	-7%	\$380,000	100%	92%	97% NPS 84
Status	 On track	 On track	 On track	 On track	 On track

Risk management

Managing risk and safety is a key priority of the South Melbourne Market Committee and management team. This year the Market has continued to implement a range of processes and procedures to better manage risk and further develop its risk maturity.

Market Risk Committee

The Market Risk Committee (MRC) is comprised of the Market's Executive Director and leadership team. The MRC meets on a regular basis and is responsible for ensuring that risks are identified and appropriately managed by the Market, or if required, escalated to City of Port Phillip's Audit and Risk Committee.

Emergency Planning Committee

The Market's Emergency Planning Committee (EPC) meets on a quarterly basis and is responsible for establishing and implementing emergency plans and procedures, appointing and training Emergency Control Organisation personnel and conducting evacuation exercises. The EPC reports to the Council's Safety Project Control group on a quarterly basis. This year the EPC reviewed the Market's Emergency Management Plan, ensuring that it is up to date with best-practice management of a diverse range of emergency scenarios.

Business Continuity Plan

The Market developed a site-specific business continuity plan to assist Market staff to respond to business interruption events such as extreme weather events, building evacuations, power outages or pandemics. The Market is now well placed to limit the size and result of major business interruption in terms of economic loss, asset loss, loss of image and reputation and distress to personnel and stakeholders.



THE
VILLAGE
MARKET

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