



SOUTH MELBOURNE MARKET COMMITTEE

AGENDA

18 FEBRUARY 2021



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SOUTH MELBOURNE MARKET COMMITTEE

18 FEBRUARY 2021



SOUTH MELBOURNE MARKET COMMITTEE

SECTION 86 COMMITTEE MEETING

To Committee Members

Notice is hereby given that an Ordinary Meeting of South Melbourne Market Committee will be held in St Kilda Town Hall on Thursday, 18 February 2021 at 6:00pm.

ATTENDING MEMBERS

Joanne Plummer (Chairperson), Andrew Danson (Independent Member), Simon Talbot (Independent Member), Deputy Mayor Marcus Pearl, Cr Heather Cunsolo

ATTENDING OFFICERS

Kylie Bennetts, General Manager City Growth and Organisational Capability; Danielle Bleazby, Executive Director South Melbourne Market; Sophie McCarthy, Manager Brand and Strategy; Ross Williamson, Head of Retail and Business Development

AGENDA

- 1 APOLOGIES**
- 2 MINUTES OF PREVIOUS MEETINGS**
Minutes of the South Melbourne Market Committee of the Port Phillip City Council held on 17 December 2020.
- 3 DECLARATIONS OF CONFLICTS OF INTEREST**
- 4 ACTION ITEMS**
 - 4.1 *Public Action Items*5
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- 6 SOUTH MELBOURNE MARKET REPORTS**
 - 6.1 *Contracts update*22

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7 PUBLIC QUESTION TIME

Nil

8 CONFIDENTIAL MATTERS

- 8.1 *Risk Review*
- 8.2 *Confidential Action Items*
- 8.3 *2021 Committee Corporate Calendar: 3-month forward look*
- 8.4 *Confidential Manager's report*
- 8.5 *Licences/Deeds of Surrender for Signing*
- 8.6 *SMM Direct Update Report*
- 8.7 *2021-22 budget development*
- 8.8 *SMM Retail Strategy - Market Mix*
- 8.9 *Strategic Plan 2021-25 Update*
- 8.10 *The NEXT Project Stage 1 Draft Report*

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- 1. APOLOGIES**
- 2. MINUTES OF PREVIOUS MEETINGS**
- 3. DECLARATIONS OF CONFLICTS OF INTEREST**

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4. ACTION ITEMS

4.1 PUBLIC ACTION ITEMS

PREPARED BY: ERIN QUIN, COORDINATOR CUSTOMER EXPERIENCE & BUSINESS SUPPORT

FOR NOTING

1. PURPOSE

- 1.1 To provide the Committee with an update on outstanding action items

2. RECOMMENDATION

That the Committee:

- 2.1 Note there are no outstanding public action items.

3. OFFICER DIRECT OR INDIRECT INTEREST

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

TRIM FILE NO: 56/04/184

ATTACHMENTS Nil

5. PRESENTATION OF MANAGERS REPORT

5.1 **MANAGER'S REPORT**

PREPARED BY: DANIELLE BLEAZBY, EXECUTIVE DIRECTOR SOUTH MELBOURNE MARKET

FOR NOTING

1. PURPOSE

- 1.1 To provide an update on activities at the Market.

2. RECOMMENDATION

That the Committee:

- 2.1 Note the Manager's report.

3. KEY POINT/ISSUES

3.1 Operations

- 3.1.1 OH&S – A process to streamline reporting and manage risks, safety and compliance with traders has been developed and implemented. The process is as follows:
- a) Conversation with trader to explain / talk through issue
 - b) Email confirmation to confirm issue to be addressed
 - c) Trader to provide written communication regarding rectification of issue
 - d) If no improvement from trader an official Improvement Notice is issued and recorded on the system, which details issue and timeframe for rectification.
 - e) Improvement notice remains on the system until issue has been rectified and recorded
 - f) If not rectified after Improvement Notice, breach of licence issued.
 - g) Continual monitor the issue thereafter.

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3.2 Licencing

- 3.2.1 Deli Aisle Review – Consultant appointed and review to take place over coming months.
- 3.2.2 Fit Out Guidelines – final review by Operations with new staff Paul Ryan and Kurvin Ramessur by end of February. Guidelines then saved for Committee in Teams for final comments. Once final comments received the guidelines will be housed on Trader Portal and used for all new fit outs.

3.3 Brand & Marketing

- 3.3.1 As a result of the additional public space on Cecil Street the Market is programming free activities and events for the community including Chinese New Year celebrations, live music and DJ's, yoga and pilates. We will also be showcasing seafood and jazz on the weekend that would usually hold the Port Phillip Mussel & Jazz Festival.
- 3.3.2 Market Tours have recommenced and are being conducted in a new COVIDSafe way with smaller groups and food samples to take away rather than tastings.
- 3.3.3 The team is working hard behind the scenes to have the new SMM Website ready for launch, migrating all content from the current site to the new site. This will mean that all Council websites will be on the same platform gaining efficiencies in support, knowledge sharing and reporting.
- 3.3.4 In Jan/Feb we teamed up with Sony Pictures to give away tickets to the movie The Truffle Hunters, a perfect collaboration for the Market. We used the promotion to increase engagement and followers across social media.
- 3.3.5 To celebrate Lunar New Year we're giving away an Asian feast for a group of six people at Bambu.
- 3.3.6 Promotion also continues for the SMM Direct online shopping platform for those that cannot make it to the Market for their regular shop.

4. OFFICER DIRECT OR INDIRECT INTEREST

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

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TRIM FILE NO: 56/04/184

ATTACHMENTS Nil

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5.2

PERFORMANCE REPORT

PREPARED BY: DANIELLE BLEAZBY, EXECUTIVE DIRECTOR SOUTH MELBOURNE MARKET

FOR NOTING

1. PURPOSE

- 1.1 To provide an update on how the Market is performing against key performance indicators.

2. RECOMMENDATION

That the Committee:

- 2.1 Note the Performance Report.

3. OFFICER DIRECT OR INDIRECT INTEREST

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

TRIM FILE NO: 56/04/184

ATTACHMENTS 1. SMM Committee KPI report Feb 2021

KEY PERFORMANCE INDICATORS FEB 2021

Objective	Measure	Reporting frequency	Baseline	Target	Actual	Status	Notes
COMMUNITY							
Demonstrate value to our growing community through the effective management, curation and maintenance of this high quality amenity	Visitor numbers	BM	3.835m	2% inc annually	-33%	Off Track (major)	Coronavirus has severely impacted visitor numbers this FY
	Stallholder Satisfaction with SMM as venue for Stall	A	83%	85%	90%	On Track	Results from 2019 Trader Survey
	Customer Satisfaction measured by CoPP Community Satisfaction Report.	A	93%	97%	93% (2020)	On Track	2018 = 93% (63%VG /30% Good) 2019 = 93% (65%VG /28% Good)
High performing, healthy, values driven culture with a Community First mindset	SMM Staff Turnover	Q	0.00%	0.70%	0.0%	On Track	
	SMM Staff Time Lost due to Injuries	Q	0	0	0	On Track	
	Customer injuries or near misses	Q	TBC	0	2	Off Track (minor)	
	Vendor injuries or near misses	Q	TBC	0	2	Off Track (minor)	
INTERNAL PROCESS							
Efficient & effective organisation	% capacity of Market stalls 76 Gen Merch stalls 29 Eateries 39 Fresh Food stalls	BM	100%	100%	GM - 98% Eat - 100% FF - 100%	On Track	
	% capacity of Pop-up stalls	BM	95%	98%	100%	On Track	
Environmental sustainability in a growing community	SMM Potable Water Usage (ml)	Q	26.612ML	26.612ML	5.93ML (YTD)	On Track	
Environmental sustainability in a growing community	% SMM Waste Diverted from Landfill	Q	65%	67%	67%	On Track	
Finance	Debtors at 60 and 90 days	M		90: 0%	5%	Off Track (minor)	

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5.3

MARKET ATTENDANCE REPORT

PREPARED BY:

SOPHIE MCCARTHY, MANAGER BRAND & STRATEGY

FOR NOTING

1. PURPOSE

- 1.1 To provide the Committee with analysis of attendance at South Melbourne Market.

2. BACKGROUND

- 2.1 The visitor numbers are monitored by a people counting program to determine total foot traffic and average foot traffic by trading day.

3. RECOMMENDATION

That the Committee:

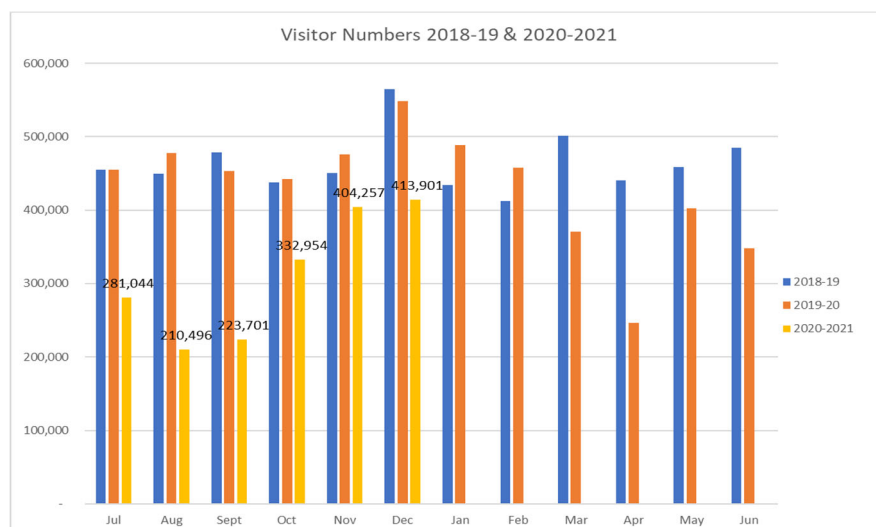
- 3.1 Note the attendance report

4. KEY POINT/ISSUES

4.1 Year-to-date January 2021

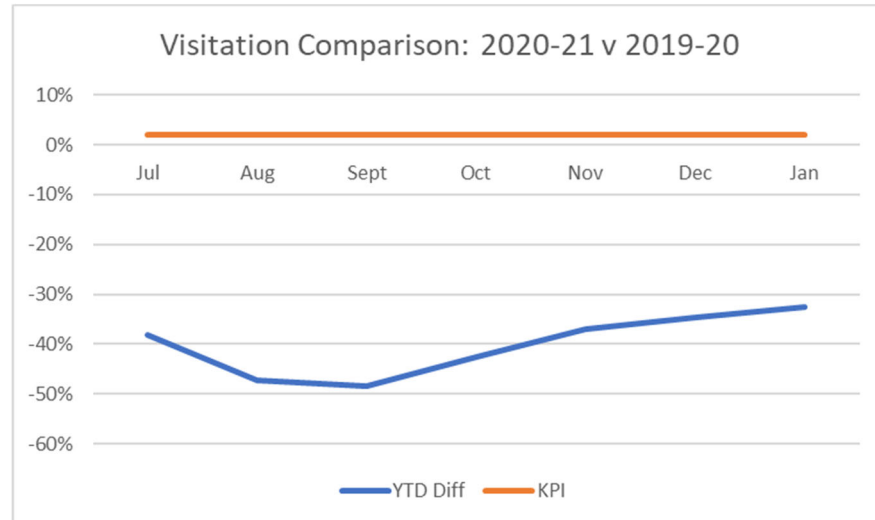
- 4.1.1 At the end of January 2021 visitation to the Market was 33% down on the same time previous year impacted severely by Coronavirus.

YTD 2020-2021 = 2,251,670 v YTD 2019-20 = 3,339,930



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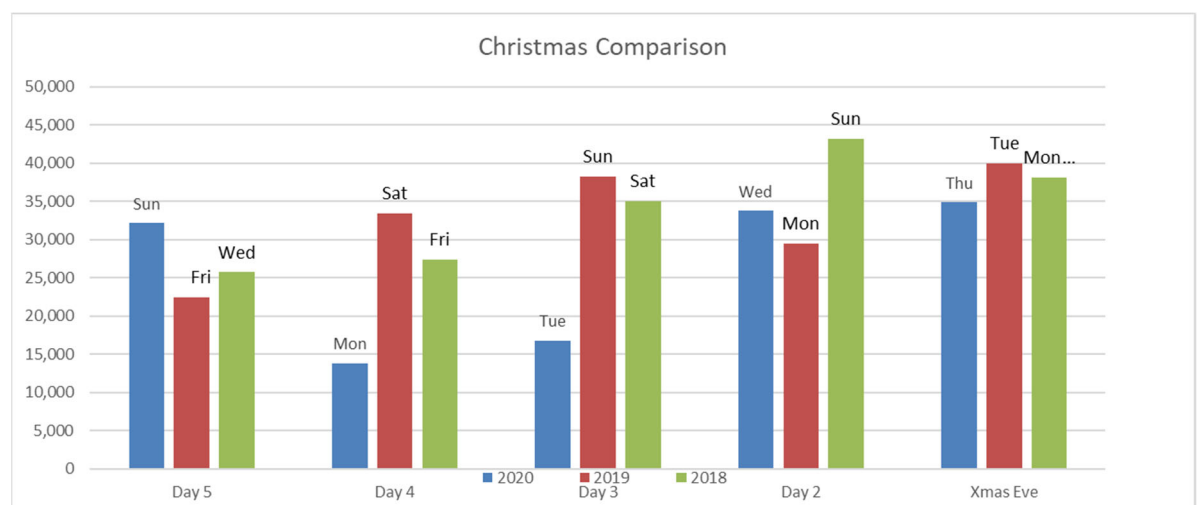


4.1.2 Visitor numbers for **November 2020** have been updated following the identification of a faulty sensor. Entry into the Market via Coventry Street / Centre Aisle was not being recorded in November and has since been analysed, estimated and incorporated into the data.

- Previous November 2020 figures: 332,954 (-25% on 2019)
- Updated November 2020 figures: 404,257 (-15% on 2019)

4.1.3 **December 2020** (413,901) was 24% down on 2019 (548,116) with two less trading days (3 of these were non-Market days).

Christmas trading 2020: The Market was open for 7 days leading up to Christmas from Friday 18 Dec to Thursday 24 Dec. The graph below shows the difference of each of the 5 days prior to Christmas with regular Market days remaining higher than non-market days in the lead up.



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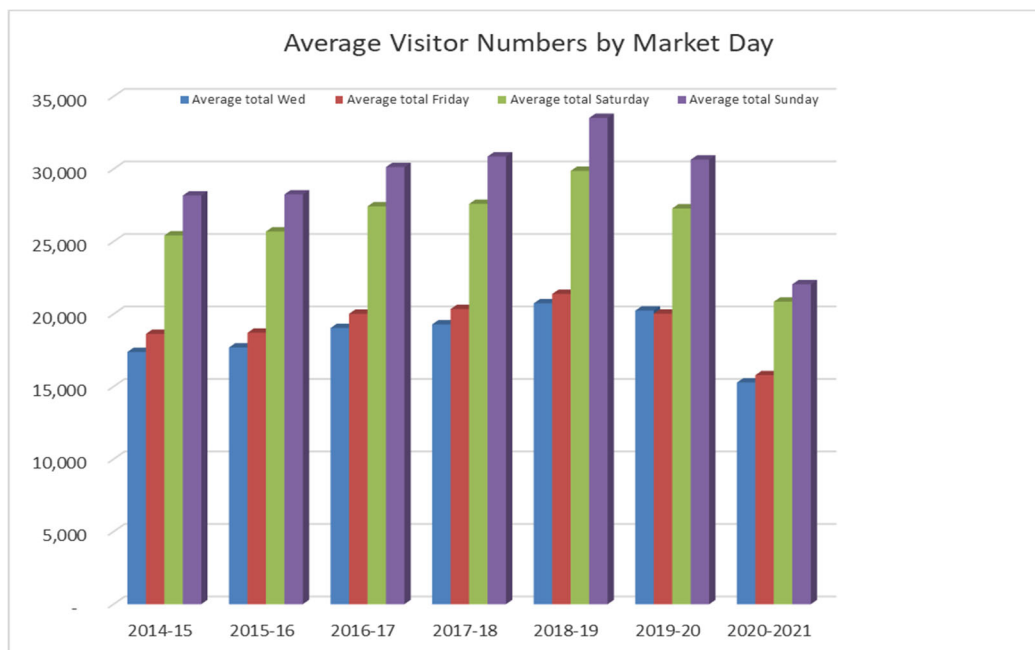


- 4.1.4 **January 2021** (385,317) was 21% down on Jan 2020 (488,213). The Night Market, held in January 2020 on Wednesdays, assisted in increasing visitation by 12% on Jan 2019. Therefore, a more relevant comparison would be Jan 2019 (434,132) which shows a decrease of 11% in visitation.

4.2 Average Visitor Numbers by Trading Day:

- 4.2.1 The average number of visitors by trading day was significantly down on previous year due to Coronavirus.

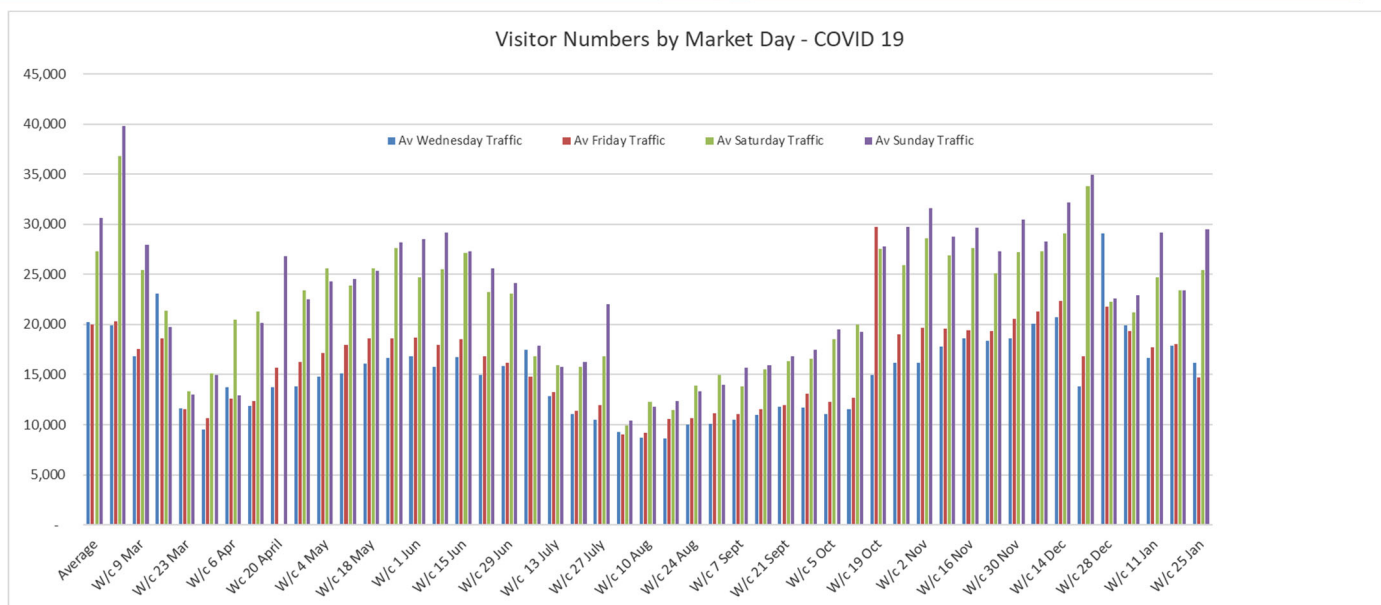
TRADING DAY	AV 2019-20	YTD JAN 2021	DIFF
WEDNESDAY	20,242	15,286	-24.5%
FRIDAY	20,027	15,788	-21.2%
SATURDAY	27,286	20,857	-23.6%
SUNDAY	30,651	22,052	-28.1%



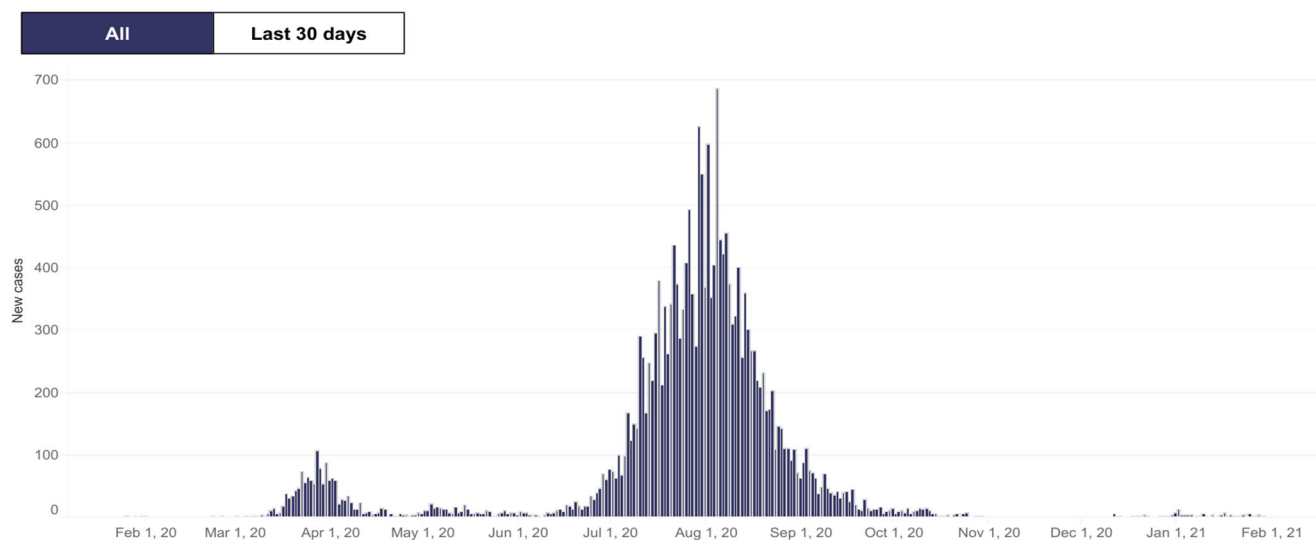
4.3 Coronavirus Pandemic Visitation:

- 4.3.1 The impact Coronavirus has had on visitor numbers seems to be reducing with stronger visitation numbers recorded at the Market. With no further restrictions we see this trend continuing, acknowledging there will still be a level of apprehension within the community to return to normal life and tourism will be affected for sometime.

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4.3.2 The Market's visitor numbers during the pandemic correlate directly with daily new cases detected in Victoria and subsequent impacts of quarantine. (Source: DHHS)



5. OFFICER DIRECT OR INDIRECT INTEREST

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

TRIM FILE NO: 56/04/164

ATTACHMENTS Nil

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5.4

FINANCE REPORT

PREPARED BY:

**DANIELLE BLEAZBY, EXECUTIVE DIRECTOR SOUTH
MELBOURNE MARKET**

FOR NOTING

1. PURPOSE

- 1.1 To inform the Committee about the Market's financial performance.

2. RECOMMENDATION

That the Committee:

- 2.1 Note the Finance Report.

3. KEY POINT/ISSUES

- 3.1 Budget is on track other than allowance for rent relief and expenses directly attributed to COVID.
- 3.2 Other than a few swings and roundabout all other revenue and expenses is on track.

4. OFFICER DIRECT OR INDIRECT INTEREST

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

TRIM FILE NO:

56/04/184

ATTACHMENTS

1. SMM Budget Results End Jan 2021

South Melbourne Market Income Statement to 31 January 2020



INCOME	2020/21					Comments
	Year to Date Actual	Year to Date Forecast	Year to Date Forecast Variance	Annual Forecast	Annual Budget	Annual Forecast Variance
Licence Fees / Stallholders Rent	3,519,896	3,483,052	36,844	5,805,344	5,573,500	231,844
Less: Covid Rent Relief	(1,190,358)	-	(1,190,358)	(1,500,000)	-	(1,500,000)
Parking Fees	71,444	70,867	577	175,058	400,058	(225,000)
Other Income	399,699	452,609	(52,910)	745,246	869,330	(124,084)
TOTAL INCOME	2,800,681	4,006,528	(1,205,847)	5,225,648	6,842,888	(1,617,240)
						Unfavourable

EXPENSE	2020/21					Comments
	Year to Date Actual	Year to Date Forecast	Year to Date Forecast Variance	Annual Forecast	Annual Budget	Annual Forecast Variance
Employee costs	888,747	921,495	(32,747)	1,576,880	1,478,480	98,400
Materials	43,378	20,355	23,023	37,983	33,283	4,700
Maintenance	187,409	336,507	(149,098)	579,390	587,390	(8,000)
Contractor Services	1,228,066	1,266,618	(38,552)	2,261,928	2,353,813	(91,885)
Depreciation Buildings	771,750	800,917	(29,167)	1,373,000	1,373,000	-
Congestion levy	69,420	72,050	(2,630)	214,100	284,100	(70,000)
Utilities, Insurance, Taxes & Levies	193,212	211,326	(18,114)	369,250	365,490	(3,740)
Fire Services levy	-	-	-	14,600	14,600	-
Land Tax	138,996	129,000	9,996	258,000	258,000	-
Bad and Doubtful Debts	81,112	30,401	50,711	55,735	55,735	-
Marketing and Advertising Costs	228,552	262,563	(34,010)	461,085	499,000	(37,915)
Professional Services	50,310	130,182	(79,872)	218,540	229,240	(10,700)
Other expenses	55,963	43,669	12,295	70,270	55,870	14,400
Additional: COVID 19 related expenses	181,075	-	181,075	200,000	-	200,000
Internal Head Office Overhead Costs	81,357	81,357	-	139,469	139,469	-
Operating Projects (Next Project)	74,850	74,850	-	250,000	250,000	-
TOTAL EXPENSES	4,274,198	4,381,289	(107,091)	8,080,230	7,997,470	82,760
Operating Surplus/(Deficit) for the period	(1,473,517)	(374,761)	(1,098,756)	(2,854,582)	(1,154,582)	(1,700,000)
						Unfavourable

CAPITAL	2020/21 CAPITAL					Comments
	Year to Date Actual	Year to Date Forecast	Year to Date Forecast Variance	Annual Forecast	Annual Budget	Annual Forecast Variance
South Melb Market Renewal Program	-	-	-	50,000	50,000	-
South Melb Market Stall Changeover Refits	-	-	-	125,000	125,000	-
South Melb Market Building Compliance Works	10,980	10,980	-	730,000	730,000	-
South Melbourne Market Public Safety Improvements	2,500	2,500	-	360,000	360,000	-
TOTAL CAPITAL	13,480	13,480	-	1,265,000	1,265,000	-
						*YTD Capital figures TBC

SOUTH MELBOURNE MARKET COMMITTEE

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5.5

TRADER UPDATE

PREPARED BY: ROSS WILLIAMSON, HEAD OF RETAIL & BUSINESS DEVELOPMENT

FOR NOTING

1. PURPOSE

- 1.1 To provide an update on what is happening around the Market affecting traders

2. BACKGROUND

- 2.1 This is a regular update on activity. No determination is required by the Committee.

3. RECOMMENDATION

That the Committee:

- 3.1 Note the Trader Update

4. KEY POINT/ISSUES

- New stalls
 - Stall 90 (The Little Hof)
Commenced trading on 18 December. Are still waiting for liquor licence to be approved.
 - Stall 99 (Plant Food restaurant - Marko)
Design complete. Builder has been engaged. Demolition works expected to commence within 2 weeks.
Anticipated opening late-March 2021.
 - Stall 60 Spotty Dot (formerly Merchants of Change)
Merchants of Change has left the Market and will continue their business on-line.
The stall has been refreshed and repainted. Spotty Dot will fit-out and commence trade on Saturday 20 February.

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- Other stall news

- Stall 53 (Eat More Fruit)
Expression of Interest documentation is up on the web-site seeking a Food Provedore, Hospitality, Food and Beverage operator.

- Impact of coronavirus

The cost of rental concessions this financial year (July to January) in terms of lost rental income is as follows:

Month	Rent relief given (incl GST)
July	\$ 242,418
August	\$ 319,141
September	\$ 310,981
October	\$ 274,005
November	\$ 75,554
December	\$ 60,884
January	\$ 56,416
TOTAL	\$1,339,399

Cecil St restaurants seem to have recovered well since COVID restrictions eased but a number of general merchandise stalls are still experiencing a significant reduction in sales, especially those that usually do well from tourists at this time of year.

5. OFFICER DIRECT OR INDIRECT INTEREST

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

TRIM FILE NO: 56/04/184

ATTACHMENTS Nil

SOUTH MELBOURNE MARKET COMMITTEE

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5.6 PROJECTS UPDATE

PREPARED BY: DANIELLE BLEAZBY, EXECUTIVE DIRECTOR SOUTH MELBOURNE MARKET

FOR NOTING

1. PURPOSE

1.1 To provide an update on the status of South Melbourne Market projects.

2. BACKGROUND

2.1 <insert text>

3. RECOMMENDATION

That the Committee:

3.1 Note the Projects Update report.

4. KEY POINT/ISSUES

4.1 See project status report attached

5. OFFICER DIRECT OR INDIRECT INTEREST






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

TRIM FILE NO: 56/04/184

ATTACHMENTS 1. Committee Project Status Update - Feb 21




South Melbourne Market
Committee Capital and Operating Projects Update
18th February 2021

Project	Overall Status	Budget	Summary
Compliance Works	Delayed 	Budget approved at \$950k by Council	<ul style="list-style-type: none"> Budget revised to \$730k due to delays in works and not being able to complete them all in this financial year Needed to get revised fire engineering report across Compliance and Cecil St Services due end Feb Report then reassessed by building solutions to access whether we need MFB approval After which we can progress to tendering Approximate delay of 3 months
Cecil St Essential Services Connection to Outdoor Cooking Stations	Delayed 	Included in overall compliance works budget above	<ul style="list-style-type: none"> As above Construction works phased into underground and overhead works separately – Underground works to commence in January and overhead works February
Public Safety Improvements (HVM)	On Track 	\$895,000	<ul style="list-style-type: none"> Tender is out and closes this week. Tender awarded by mid March. HVM works to commence April. Received proposed plan for Forklift Traffic Mgt from consultant Traders consulted for feedback 11 Feb Hope to have completed Traffic mgt works between March and April Construction and budget spread over two years 20/21 and 21/22
Renewal Works	On Track 	\$50,000	<ul style="list-style-type: none"> Working with very small budget this year MM to working through priorities and costs Focus on fast close roller doors to prevent pigeon and increase security
Stall Fit Outs	On Track 	\$125,000	<ul style="list-style-type: none"> Budget to include work on: <ul style="list-style-type: none"> The Little HOF Wall to divide Frankies Story - Done Merchants of Change / Spotty Dot Mama Trans Golden Dragon



South Melbourne Market
Committee Capital and Operating Projects Update
18th February 2021

			<ul style="list-style-type: none"> ○ Eat More Fruit ○ Babes Eggs ○ Marko
NEXT Project	On Track 	\$250,000	<ul style="list-style-type: none"> • First draft of Stage 1 report out for consultation with Committee & CoPP Working Group • Awaiting feedback.

6. SOUTH MELBOURNE MARKET REPORTS

6.1 CONTRACTS UPDATE

PREPARED BY: **KAROLINA WOJTASIK, COORDINATOR OPERATIONS AND CONTRACTS**
PAUL RYAN, HEAD OF ASSET DEVELOPMENT AND OPERATIONS

FOR NOTING

1. PURPOSE

- 1.1 To provide an update on the performance of operational contracts at the Market.

2. RECOMMENDATION

That the Committee:

- 2.1 Note the report.

3. KEY POINT/ISSUES

3.1 City Wide (cleaning)

Weekly meetings and site inspections are conducted with representatives of the South Melbourne Market Operations Team and the cleaning contractor Citywide. The purpose of the site inspections is each party can discuss live issues and coordinate works efficiently and rectify any outstanding or new issues that may arise. Additionally, the purpose of the meeting is for SMM Operations staff to give feedback on contractual performance ensuring the contract meets its obligations.

Current Contract Compliance Rating: 85% Some Market duties have not been able to be achieved due to other Market requirements such as setting up activations.

3.2 Rentokil (pest control)

The pest control contractor Rentokil attends site on a weekly basis alternating each week between relevant food stalls and common areas throughout the Market. The site is moderately pest free, however additional



works are currently under review including eliminating the birds from the site which is an ongoing issue.

3.3 National Protective Services (NPS) (security)

The performance of this contractor to date has been exceptional. SMM receive daily/nightly reports from the contractor including incident reports for any matters that require attention; these reports are forwarded onto the responsible coordinator to be actioned when appropriate.

The NPS contract sit with the City of Port Phillip and is managed by building maintenance. The Market Operations Team have committed to developing key performance measures that are tailored to the Markets requirements. These measures will be developed in consultation with the NPS contract manager at CoPP.

Currently NPS report on all SMM duties and tasks that have been requested by SMM through digital reports.

NPS provide the Market with regular staff who are familiar with the site, are across all procedures, have relationships with traders and staff and clearly understand their roles.

4. OFFICER DIRECT OR INDIRECT INTEREST

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

TRIM FILE NO: 56/04/184

ATTACHMENTS Nil

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7. PUBLIC QUESTION TIME

Nil



8. CONFIDENTIAL MATTERS

- 8.1 *Risk Review*
- 8.2 *Confidential Action Items*
- 8.3 *2021 Committee Corporate Calendar: 3-month forward look*
- 8.4 *Confidential Manager's report*
- 8.5 *Licences/Deeds of Surrender for Signing*
- 8.6 *SMM Direct Update Report*
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- 8.9 *Strategic Plan 2021-25 Update*
- 8.10 *The NEXT Project Stage 1 Draft Report*

RECOMMENDATION

That in accordance with the Local Government Act 2020, the meeting be closed to members of the public in order to deal with the following matters, that are considered to be confidential in accordance with Section 3 of the Act, for the reasons indicated:

Agenda Item	The information in this report is considered to be confidential in accordance with the Local Government Act 1989 (as amended), as it relates to:
8.1 Risk Review	89(2)(b). security information, being information that if released is likely to endanger the security of Council property or the safety of any person.
8.2 Confidential Action Items	89(2)(h). confidential meeting information, being the records of meetings closed to the public under section 66(2)(a).
8.3 2021 Committee Corporate Calendar: 3-month forward look	89(2)(a). Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.
8.4 Confidential Manager's report	89(2)(a). Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.
8.5 Licences/Deeds of Surrender for Signing	89(2)(h). confidential meeting information, being the records of meetings closed to the public under section 66(2)(a).

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8.6 SMM Direct Update Report	89(2)(a). Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.
8.7 2021-22 Budget Development	89(2)(a). Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.
8.8 SMM Retail Strategy - Market Mix	89(2)(g(i)). private commercial information, being information provided by a business, commercial or financial undertaking that relates to trade secrets.
8.9 Strategic Plan 2021-25 Update	89(2)(a). Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.
8.10 The NEXT Project Stage 1 Draft Report	89(2)(a). Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.