



Bolton Markets

Best Practice

Survey 2010

Key Findings



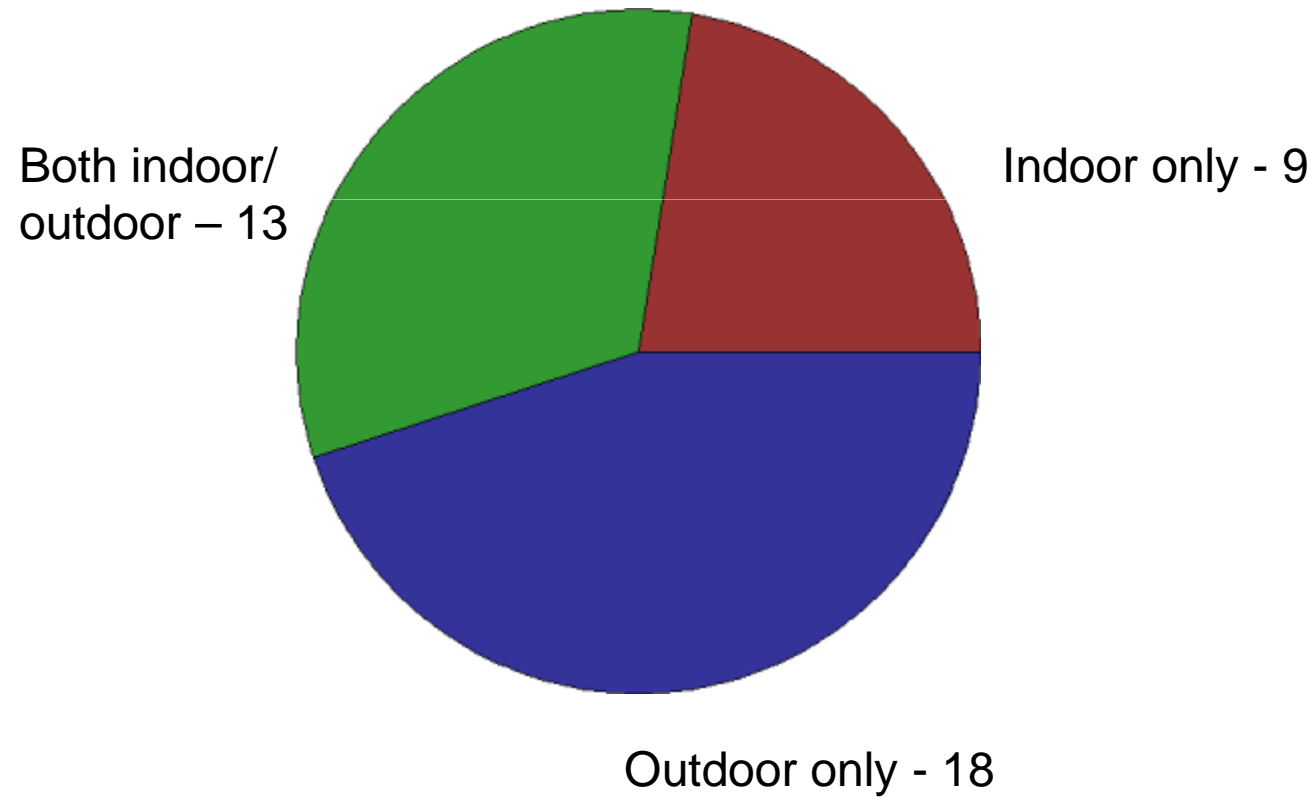
Bolton Markets Best Practice Survey **2010**

- Distributed to all NABMA authorities
- Targets KPIs laid out in Markets 21
 - Some suggested KPIs omitted
 - Requires enhanced local knowledge management
- Indoor / Outdoor comparisons
- Generic data
- Questions / emerging issues

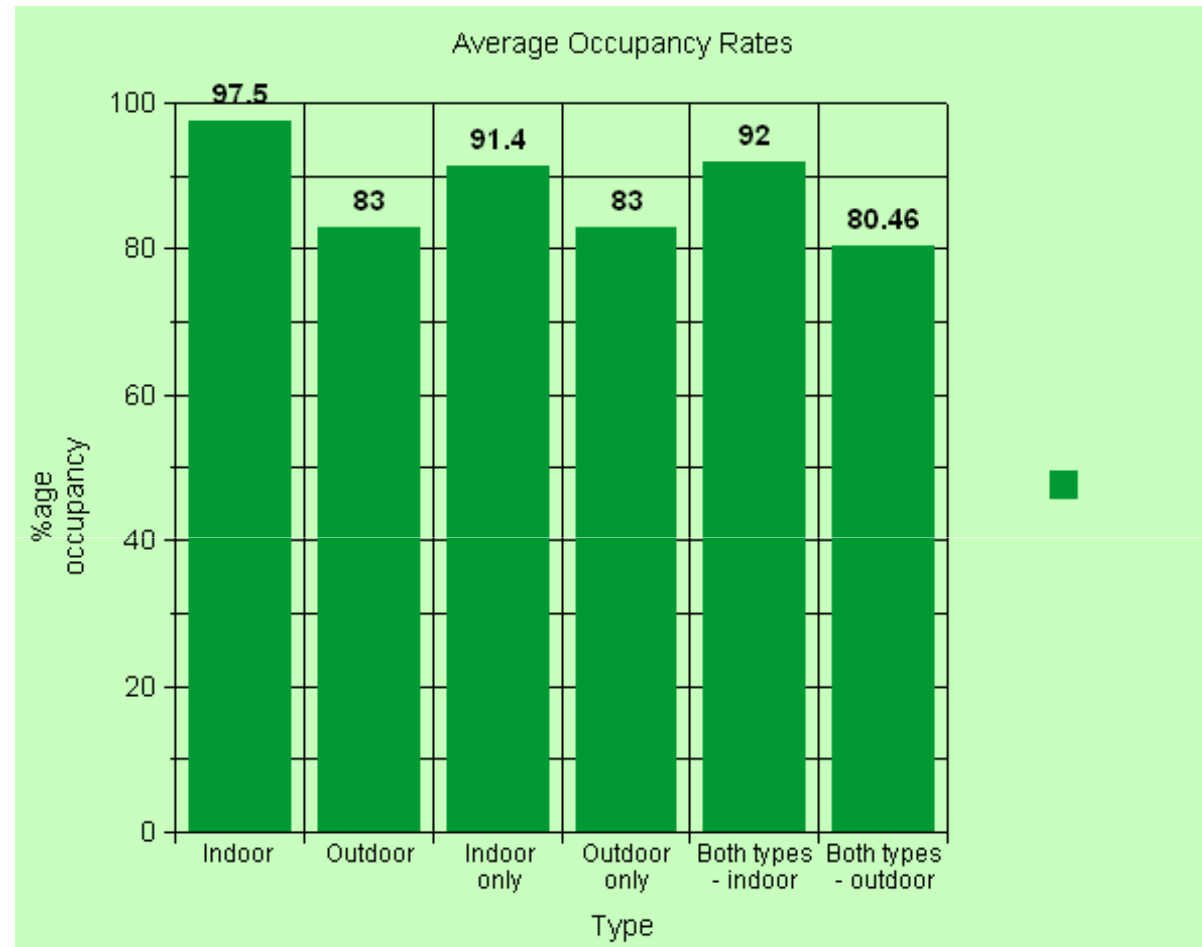


The Sample


- 40 respondents – smallest 15 units, largest 350
- Size of markets



KPI 1: Occupancy rates



- Indoor highest: 100%, lowest 77.5%
- Outdoor highest: 100% lowest 52.24% - broader spectrum

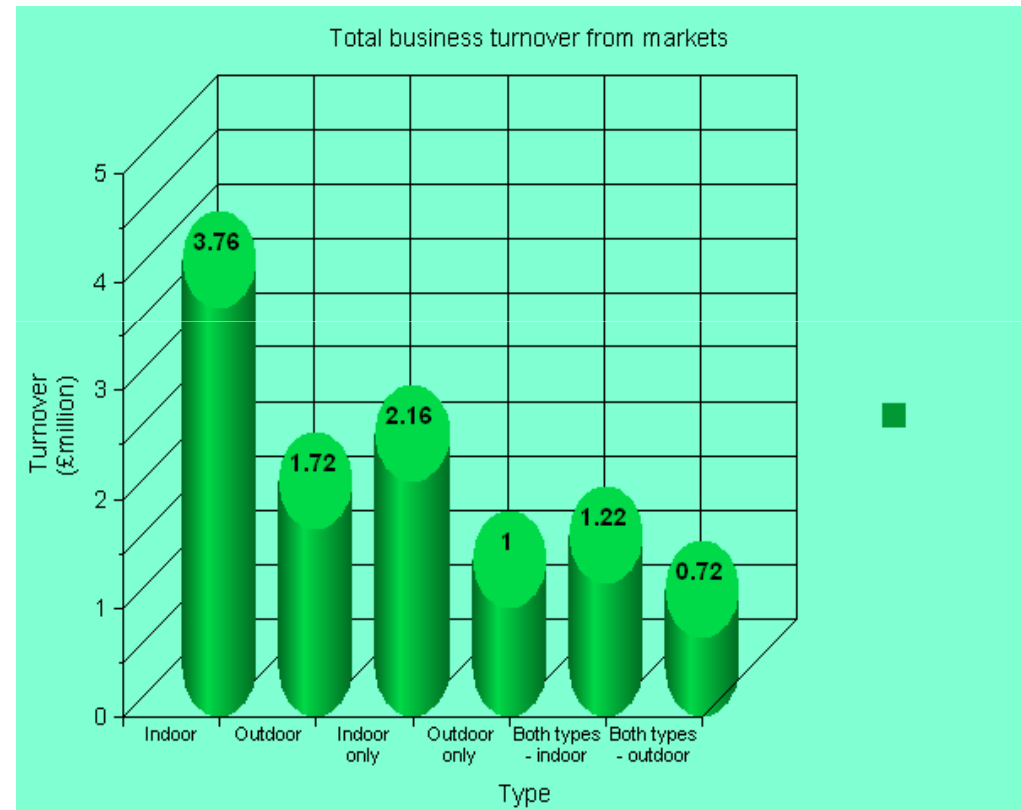


KPI 2: Number of employees (FTE)

- Total of 13,300 across sample
- Range from 1 to 500
- Caveat: Different interpretations of FTE – operational, business owners etc.
- How to measure indirect employment

KPI 3: Business turnover

- Average indoor:
£190,000
- Average outdoor:
£36,300
- 3 outdoor markets
in deficit; 1 indoor
- Total across
respondents: £5.12m





KPI 4: New business startups (during the last year)

- On average, fewer closures than startups
- Totals:
 - Indoor: 272
 - Outdoor: 558
 - All respondents - 1156
- Opportunities for business incubation (Ashton Market)



KPI 5: Business closures

- Multiple reasons for business closure:
 - Retirement
 - Poorly located in town centre
 - Poor management - lack of business experience
 - Competition from shopping centres and other retailers
 - Lack of capital investment
 - Decrease in footfall
- Totals:
 - Indoor: 207
 - Outdoor: 312
 - All respondents: 884



KPI 6: Percentage of waste recycled

- Average across respondents – 35.63%
- Close range within indoor/outdoor division
- A total of 6 outdoor and 6 indoor markets do no recycling at all



KPI 7: Percentage of stalls selling fresh food

- Calculated on basis of fish/meat stalls and fruit/veg stalls
- Average proportion 29.86% across all types
- Close range across outdoor/indoor division – no fixed pattern



KPI 8: Annual Footfall

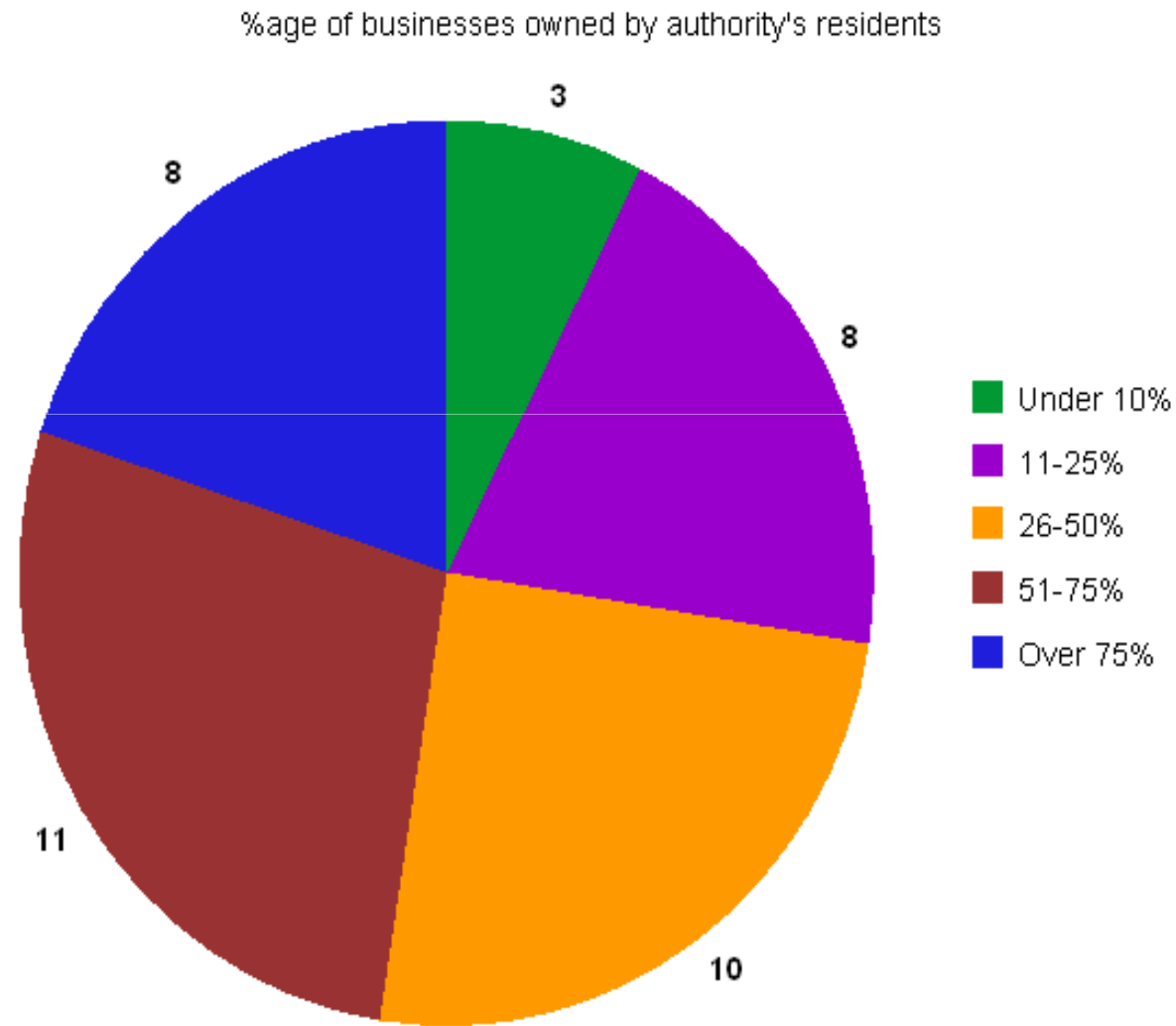
- Relatively few markets use footfall data
- Particular challenge for outdoor markets
- Attempt in Bolton to map out relationship between outdoor and indoor
- Metropolitan borough markets (10 in sample)
 - Highest: 7.7 million
 - Lowest: 330,000



Generic KPIs

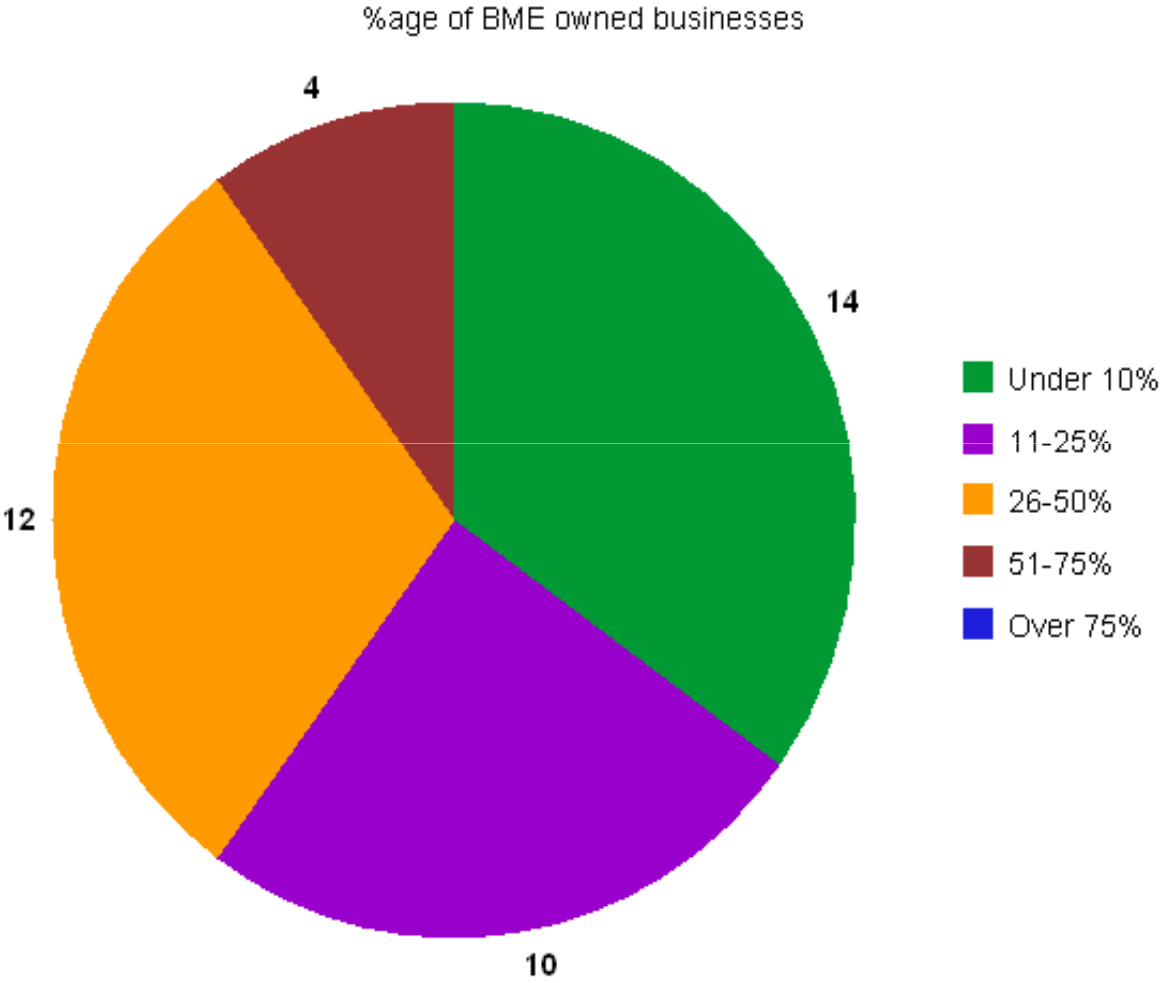


KPI 9: Percentage of market businesses owned by authority's residents



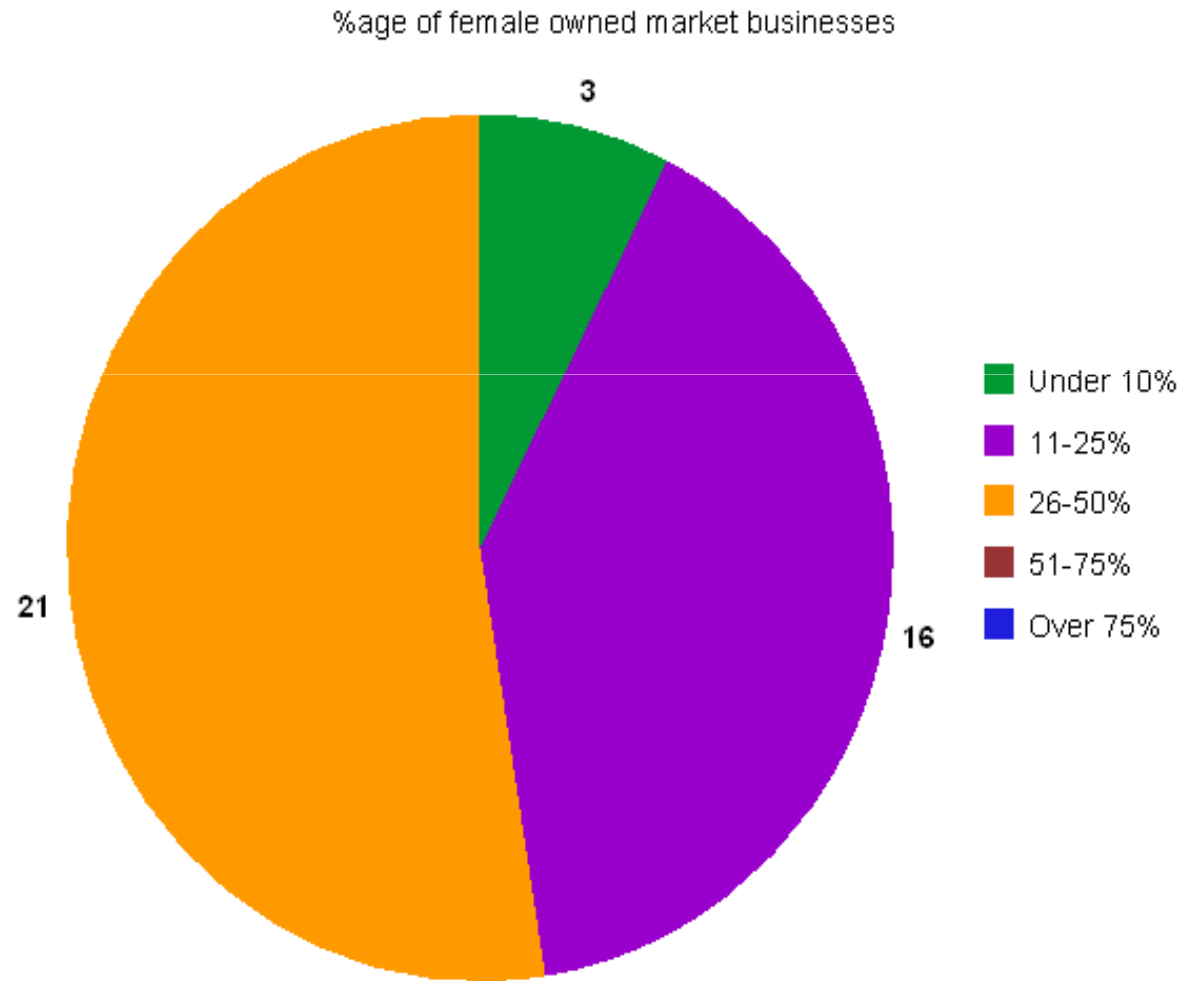


KPI 10: Percentage of BME owned market businesses





KPI 11: Percentage of female owned market businesses





KPI 12: Community initiatives



Conclusions