

CHRISTMAS FAYRE REVIEW 2018

Best Practice Summary

A study of practice across other Christmas Fayres has been conducted and the headline successes are set out below. The details of each fayre review in this best practice study are set out in Appendix A. General recommendations from reports by the National Association of British Market Authorities and the Local Government Association are set out in Appendix B.

Headlines:

1. Consider developing a long-term plan with BID or other partners for Christmas events delivery as a whole
2. Incorporate the Cathedral more into the event so it can be showcased to visitors
3. Ensure there are stalls or events attracting visitors to all major parts of the town/city
4. Investing in and setting up wooden chalet stalls are costly but make a big difference to the appearance of the fayre.
5. Consider running over an extended period of time if at all possible: initial set-up costs are high but daily costs are low so more cost-efficient to run over a longer period of time (more income from stall-holders for same set-up costs)
6. The option to extend the length if the fayre is only viable if it is located on already pedestrianised streets or off street areas such as shopping centres, parks and cathedral grounds
7. Work closely with local producers and trades and businesses located within the vicinity of the fayre and develop supportive initiatives to encourage them to be more involved
8. Whilst one way systems for foot traffic seems like a good solution to reducing overcrowding it can be unpopular with shoppers. Simpler techniques can be used such as clearer signage and maps and extending the fayre to allow stalls to be more spaced out

Appendix A - Best Practice from elsewhere

Destination	Salisbury (population 40,302, 2011 census)
Organiser	Salisbury BID
Delivery by	External Events Company
Website	https://salisburychristmasmarket.co.uk/
Timing/Dates	23 November to 22 December (30 days)
Location	Guildhall Square
Visitors	200,000
Visitor Spend	average per visitor: market £11.65, locale £37.60
Stalls	75 chalets (up to 95 in 2018)
Income (if known)	Turnover c. £200,000
Information	<ul style="list-style-type: none"> • Small number of chalets in a contained area of the city (Guildhall Square) – due to change in 2018 • Mix of local and international delicacies, festive foods, and sweet treats to accommodate all tastes. • Range of artisan gifts and beautifully crafted homewares, unique fashion items and a collection of toys and present possibilities, plus festive events • Partnership formed between SCC and the BID to deliver all Christmas in Salisbury activities from 2016 • In early 2016, following discussions between SCC & BID, it was jointly agreed to devise a 5 year delivery plan for Christmas in Salisbury that would include the Christmas Market, Christmas in Salisbury marketing as well as the wider events such as Christmas Lights Switch On and Salisbury’s Festive Markets. • Event delivery tender currently live: https://salisburybid.co.uk/news/latest-news/47-christmas-market-2018-tender-invitation • Large-scale changes this year to enable the event to attract visitors all over the city, as a lot of the attractions are spread out. This means more local businesses will benefit. • Aim to centralise some of the attractions around the Cathedral to really make the most of it, following the success of the Winchester Cathedral Fayre in recent years • Fayre generates a small turnover which is reinvested into the fayre the following year

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Best practice opportunities	<ul style="list-style-type: none"> • Outsource to the BID to deliver with an events company • Consider developing a long-term plan with BID for Christmas events delivery as a whole • Incorporate the Cathedral more into the event so it can be showcased to visitors • Ensure there are stalls attracting visitors to all major parts of the town/city
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Destination	Winchester (population 45,184, 2011 census)
Organiser	Winchester Cathedral
Delivered by	Winchester Cathedral
Website	http://www.winchester-cathedral.org.uk/home/christmas-at-the-cathedral/christmas-market/
Timing/Dates	17 November to 20 December (34 days) Open from 10.30am – 6.30pm Sunday to Wednesday and 10.30am – 8pm Thursday to Saturday
Location	Cathedral grounds
Visitors	400,000
Visitor Spend	Not available – purely anecdotal to date
Stalls	110 chalets
Income (if known)	£6 Million, 'retained' income £1.1. Million (2015)
Information	<ul style="list-style-type: none"> • Inspired by traditional German Christmas markets with festive entertainment • Market contained in and around the grounds of the Cathedral (no road closures) • Wooden chalets are situated in the Cathedral's historic Close surrounding an open-air real ice rink. • All exhibitors are hand-picked for their interesting, high quality and unique products many of which can't be bought on the high street • 47,000 visitors to the ice rink in 2017 • Complex stall booking procedure and pricing structure (varying days/times/size) • Traders apply for whole 34 days or first/second half of this period. Approximately 30% of stalls change which gives returning locals some variety • High set up costs (mainly infrastructure) but then low daily costs means significant return on this investment • Foot traffic management needed as there are pinch-points
Best practice opportunities	<ul style="list-style-type: none"> • Traditionally themed event contained in an area • Uniform wooden chalets owned by the cathedral • Provides an opportunity to showcase the cathedral and generates income to maintain and invest in it

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	<ul style="list-style-type: none"> Consider running over an extended period of time: initial set-up costs are high but daily costs are low so more cost-efficient to run over a longer period of time (more income from stall-holders for same set-up costs)
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Destination	Bath (population 88,859, 2011 census)
Organiser	Visit Bath (DMO)
Delivered by	Visit Bath (DMO)
Website	https://bathchristmasmarket.co.uk/
Timing/Dates	22 November to 9 December (18 days) Monday, Tuesday & Wednesday: 10am – 7pm, Thursday, Friday & Saturday: 10am – 8:30pm and Sunday: 10am – 6pm
Location	Along the streets of World Heritage Site
Visitors	429,000
Visitor spend	Average per visitor: market £11.65, locale £37.60
Stalls	200 chalets
Income (if known)	Unable to disclose – do have a turnover which is reinvested into the fayre the following year
Information	<ul style="list-style-type: none"> Founded in 2001, Bath Christmas Market has grown in size and duration over the past 18 years and has established itself as one of the busiest and most popular Christmas markets in the South West. High quality Christmas gifts, homewares, food and drink, jewellery and so on. Over 80% of the stallholders came from Bath and the South West, and an impressive 99% of all products were either handmade by the stallholders' own hands, in Britain or abroad with fairtrade certification. When you shop at the Bath Christmas Market, you are also supporting all of the wonderful small business owners. Last year they handpicked over 60 brand-new stallholders Each year, Bath Christmas Market has a selection of pop-up chalets on Bath Street for a limited time only. They are passionate about supporting small businesses and offer these micro-businesses short-term lets because they would not be able to operate for the full duration. Throughout the Market, a different local charity takes a chalet for free every single day. That's 18 local charities who are able to raise over £10,000 for their causes. This offers a fantastic opportunity to raise the charity's profile and build awareness, as well as raising valuable funds.

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	<ul style="list-style-type: none"> • Visitor spend in 2017 approximately £8.1m within the market and £21m throughout the city, an increase of +40% compared with 2016. • Family friendly events throughout course of market • Bath & North East Somerset residents who are in the possession of a Discovery Card are able to enjoy exclusive discounts and promotions across the Christmas Market. Discounts were available from Monday – Friday direct from the market stalls, for the duration of the market only and with the presentation of a valid Discovery Card to the stallholder. • Sponsored by National Express • Children’s festive story telling • 7 day extension planned for 2018 and welcomed by local businesses • Event of the Year Award 2017 by the National Outdoor Events Association.
Best practice opportunities	<ul style="list-style-type: none"> • 80% of stallholders from Bath • Handpicked over 60 brand new stallholders • Pop up chalets for micro businesses • Local charity takes a free chalet every day • Children’s festive story telling • Discovery card • User friendly map • Food prices and some stall prices published online beforehand

Destination	Lincoln (population 130,200, 2011 census)
Organiser	City of Lincoln Council
Delivered by	City of Lincoln Council plus contractors
Website	http://www.lincoln-christmasmarket.co.uk/
Timing/Dates	6 to 9 December (4 days)
Location	The medieval square between the Norman castle and gothic cathedral, plus surrounding area
Visitors	260,000 (2016)
Visitor spend	Total £14 Million, average per visitor: market £26 locale £27 (2015)
Stalls	200 chalets and marquees (2016, down from 250 in 2015)
Income (if known)	£597,575 (£495,499 expenditure) – no income prior to 2016
Information	<ul style="list-style-type: none"> • First Christmas market in the UK (1982) • Cultural entertainment

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	<ul style="list-style-type: none"> • According to the 2015 visitor survey carried out by the University of Lincoln, total visitor spend has been estimated as in the region of £14 million with the estimated economic value to the City of £2.65 million. • 2016 budget surplus carried over as reserve • The market is located in the grounds of the Cathedral Quarter in five zones, • Similar problems with overcrowding and congestion – including a steep cobbled street. The one way system has been implemented in the past but wasn't very popular as visitors like to browse and then loop back to buy goods once they have made a decision • The one way system is planned for as a contingency and only implemented if the number of visitors appears to exceed a safe level and overcrowding becomes a problem, but is avoided if possible • 3 day event in 2017 due to adverse weather • Later opening to 9.30pm • University events management students get involved by running surveys for visitors, which also benefits them as it forms part of their coursework
Best practice opportunities	<p>Annual review of the event and budget to understand the value of the market</p> <p>One-way system planned as a contingency if necessary to manage flow around stalls</p> <p>Later opening successful and allows festive lights to be shown off</p>

Destination	Stratford-upon-Avon (population 27,830, 2011 census)
Organiser	Stratford-upon-Avon district and town councils (joint partners for decision making, 60:40 funding split respectively for security and fun fair costs)
Delivered by	Stratford-upon-Avon district and town councils with procured operator LSD (already runs weekly markets in town and themed market in Worcester)
Website	https://www.stratford.gov.uk/markets/stratford-upon-avon-victorian-christmas-market.cfm
Timing/Dates	Friday 8 December to Sunday 10 December (3 days)
Location	3 main retail streets and food & drink stalls on a busy side-street
Visitors	Over 100,000
Visitor spend	£838,599, average £11.45 in market and £27.95 in locale (2015, prior to themed weekend market)
Stalls	207 (2017) 300 (2018 expected)
Income (if known)	Income from market contract: £6000 expenditure £30,000 (2017) £43,000 (2018 estimated)

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<p>Information</p>	<ul style="list-style-type: none"> • Victorian theme including street entertainment such as Victorian chimney sweeps, stilt walkers, a victorian carousel and barrel organ music • The BID reported a 64% increase in footfall since the Victorian fayre was introduced • The town’s history and culture as William Shakespeare’s birthplace is an important draw for tourists and hospitality is a major employer • Expanded in 2017 to alleviate problems with congestion and extend influence to other areas of town centre. Further expansion planned for 2018 • The main focus is local/regional traders and those selling goods from local producers • Local businesses within market area encouraged to take part by trading outside of their premises promoting or selling their normal stock/service (as long as they comply with theme, where possible) • Non-seasonal weekly Friday and Saturday markets relocated to join the Sunday market on the river, enabling a whole street to be used for the carousel and fun fair • Other sources of income for council: advertising in specialised brochure (procured), screens at event • Overcrowding managed by security company stewards to control pinch-points • Retendered market contract in 2012 following issues with previous contractor and wishes to expand. • The contract is lucrative for the partner councils and managed by regular market forum meetings, based on best practice guidance by NABMA. This ensures effective management of any contractor issues
<p>Best practice opportunities</p>	<ul style="list-style-type: none"> • A themed fayre where not only the goods are Victorian – all stall-holders, entertainment and street performers are in character • Theme draws on the historic/cultural feature that already attracts visitors to the town • Social media main driver for attendance • Contractor runs fayre (except security and fun fair) and works closely with district and parish councils

Appendix B - General Best Practice Recommendations from LGA/NABMA reports

- Extending fayres into the evening is normally only successful if a town/city already has a vibrant evening economy
- Visitors generally want to see goods they would not be able to acquire anywhere else, particularly locally-made and hand-made goods and the support for community/charity initiatives
- Locations away from the main retail area can be beneficial as long as they are easily accessible from these areas – showcase the town’s local attractions to visitors and can reduce road closures
- Authenticity is key, especially given the increasing number of Christmas fayres across the country
- Quality food and drink is key, as is widely known as one of the biggest drivers of footfall – especially with the rise of the larger German style or international markets
- The inconvenience for some local businesses is a common problem, but some fayres have shown positive ways to address this – such as encouraging businesses to promote or sell their goods/services off-premises as part of the market
- Involvement of community groups, charities and local business partnerships has worked well elsewhere and ensure the economic benefits of the Christmas markets are inclusive, interactive and collaborative. For example St Alban’s market has a number of community-based initiatives, including:
 - ‘community chalet’ made available on a day-by-day basis to community groups and chalets, or the council’s partner organisations, such as leisure providers
 - a ‘BID’ chalet made available on a day-by day basis to BID levy-payers which can also include charities, pop-up shops, and local gyms
 - a chalet offered to the cathedral’s enterprise arm;
 - local performers, schools, and special needs groups, are offered the opportunity to perform in the dedicated entertainment tepee

CHRISTMAS FAYRE REVIEW**Research on other Christmas events across West Suffolk**

LOCATION	EVENT	AREA	TIMING	ORGANISER	DESCRIPTION
Brandon	Christmas Lights Switch-on	Town centre	Early December	Town Council, local groups	<ul style="list-style-type: none"> • Switch-on followed by firework display • Fireworks may not happen in future due to noise complaints
Bury St Edmunds	Christmas Light switch-on	Across town centre	Thursday night: mid-November	BID – OurBuryStEdmunds, Town Council and Arc centre management	<ul style="list-style-type: none"> • Charity stalls and entertainment, including local amateur groups (mainly schools/colleges) perform on stage, Santa appearance and animal enclosure (penguins and reindeer) • Street entertainers in Cornhill shopping centre • Musical entertainment, games and festive stalls at the arc shopping centre
	Late night shopping	Town-centre	Starts from light-switch on event	BID - OurBuryStEdmunds	<ul style="list-style-type: none"> • Shops stay open until 8pm every Thursday during this period • Free parking in town centre
	Other attractions throughout December	Across town centre		OurBuryStEdmunds, Town Council and Arc centre management	Permanent rides/entertainment: <ul style="list-style-type: none"> • Santa's grotto • Dodgems • Christmas Carousel
Clare	Winter Festival (including small Christmas Market)	Various Locations in Town Centre	3 week festival Late November – mid-December	Visit Clare (BID) and Clare Community Association	<ul style="list-style-type: none"> • Individual events are run by different local organisations • Includes events like Arts Show and Christingle • Opens with a Children's parade, carol singing and family entertainment • Christmas Fayre at St Paul's Church over first weekend

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	Christmas Market (part of Winter Festival)	Market Hill	Last Saturday of Winter Festival	Churches Together	<ul style="list-style-type: none"> Started by the Parish Church working with the Community Association In 2018 Clare plans to make the fayre more special by including a World Food Fayre
	Christmas Light switch-on	Market Hill	Late November/ December	Clare Business Association	<ul style="list-style-type: none"> Dedicated Christmas Lights Committee Parade Switched on by the Mayor of St Edmundsbury in the past
	Late night shopping	Town Centre	Early December	Town Centre Businesses	<ul style="list-style-type: none"> Publicised by Clare Businesses Association
Haverhill	Christmas Market, music & funfair	Queen St	Early December	Town Council	<ul style="list-style-type: none"> World Village Market featuring Christmas Children's funfair Music & performances on Queens Street
	Late Night shopping	Town Centre	Early December	Town Council	<ul style="list-style-type: none"> Part of Christmas Market
	Christmas Lights Switch on and fireworks	Town Centre	Early December	Town Council	<ul style="list-style-type: none"> Part of Christmas Market Switch-on by local celebrity followed by firework display on Recreation Ground
Lakenheath	Lakenheath Christmas Light switch on	Pavilion Lakenheath	Last Sunday of December	Pavilion Committee and Lakenheath Playing Fields	<ul style="list-style-type: none"> Arrival of Santa Turning on of the Christmas lights Craft fayre Children's entertainment
Mildenhall	Merry Mildenhall	Market Square	First Thursday of December	Parish Council (previously FHDC)	<ul style="list-style-type: none"> Turning on of the Christmas lights Procession of Christmas lanterns Market stalls Entertainment changes each year but include small rides, arrival of Santa, Street performers, singers
Newmarket	Winter Wonderland	High St/ Memorial Hall Gardens	Weekend, mid-December	Town Council	<ul style="list-style-type: none"> Light display and free outdoor skating Ice lounge Lantern Parade (as of 2017, 2018 event description to be decided)

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	Christmas Market	Town Centre	Mid-December	Guineas shopping centre	<ul style="list-style-type: none">• Part of Winter Wonderland festival
	Christmas Lights switch-on	Town Centre	Mid-December	BID	<ul style="list-style-type: none">• Part of Winter Wonderland festival