

# Street Market

## Quick read guide

May 2021

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# Street markets: a guide

This guide was commissioned by Welsh Government to help local authorities and third party market operators develop local street markets.

It focuses on outdoor street markets rather than covered indoor markets and the content is drawn from experiences of establishing and running a series of successful award-winning street markets in Swansea and Neath Port Talbot.



# Why street markets?

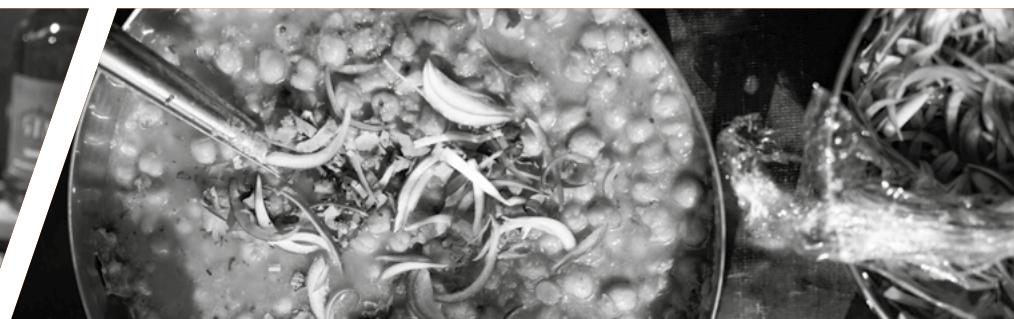
Street markets can deliver a variety of benefits, including:

- Increased footfall to an area;
- Benefits to the local economy e.g. employment opportunities, increasing tourism;
- Social benefits e.g. increasing an area's sense of community;
- Sustainability and health benefits by encouraging people to shop locally and providing affordable fresh food.





# Planning your street market



## How will your street market operate?

When creating a market from scratch the first step is to determine the operating model; either delivery through the local authority or via independent bodies.

Your model can be for profit or not for profit – this guide does not consider the forms of company or legalities/logistics of company formation, but there are various sources of assistance and start-up support for creating any kind of business, including Business Wales/Social Business Wales. For non-profit organisations, local Councils for Voluntary Services can help.

## Making your street market commercially viable

Whatever the operating model, you should develop a basic business plan for the market.

When planning your street market, you'll need to consider:

### Income

The main source of income will come from charging pitch fees to traders. You'll also need to think about how your traders make money, because without sufficient footfall and income they probably won't want a pitch.

### Charging

The fees you charge will depend on whether the market has to recover all of its costs and also the likely trading circumstances – traders will pay a premium in high footfall areas, but the same product and trader will pay less at markets where footfall is lower. Pricing should be transparent for traders and a flat rate charge is usually the simplest and most workable approach. You may also want to consider allowing traders to share pitches.

## Key costs

You will need to consider some or all of the following costs:

- Staffing
- Gazebo hire
- Power
- Staff training
- First aid
- Licenses and other regulatory charges
- Insurance
- Marketing
- Entertainment (including public address system/staging if relevant)
- Equipment purchase/hire
- Maintenance
- Professional fees
- Finance/bank charges and general office costs
- Contingency



## Location

Ideally, markets need to be located in areas of good natural footfall e.g. main access routes for town centres, sub-centres, high streets and in close proximity to residential areas.

Visit potential market sites on the days and times you would like to hold the market on to get a feel of the natural footfall. The day/time of heaviest footfall will inform your decision.

Resist the temptation or pressure to put markets out of the way in car parks or sites away from stronger footfall – even though it may be logistically simpler, even a small deviation from main footfall lines (especially if the site is not easily seen from the main footfall line) can result in rapid drop off in footfall.

## Market layout

The market layout should follow good urban design principles. Stalls should not block existing shops and should be laid out in 'block' format wherever possible with ample space between for circulation – and produce should face customers.

## Accessibility

Events are likely to take place in public spaces, which should already be disabled accessible, but activities may obstruct things (e.g. dropped kerbs) that are designed to make spaces more accessible. You may need to introduce simple measures, such as portable ramps, that can be used to make circulation easy.

Retain a reasonable amount of circulation space – at least an average pavement width (around 1.8m) but ideally more, to allow for people to stand in front of stalls and be served with space behind them for people browsing/passing.

## Road closures

If a road closure is required for the market, you will need a traffic management plan to show how traffic will be diverted and access maintained, dictating the required temporary signage. You will also require cones and approved highways signage for placing on the road.

Bear in mind that you may want to reserve some parking spaces for people with limited mobility – and you should publicise this fact.

## Infrastructure

When thinking about the framework for your street market, you'll need to consider the following:

- Power
- Toilets for customers and traders
- Refuse/waste
- Parking

If you are running a night market you will also need to consider lighting.



# Regulatory and legal

One of the most important things to consider with any business is that you cover all regulations required by law. This will include:

- Covenants and restrictions
- Liaising with key agencies
- Licencing and trading standards
- Restricted items
- PRS/PPL
- Donations and collections
- Market researchers
- Highways
- Permission to be on the land
- Charges





## Covenants and restrictions

Check whether there are any covenants or by-laws related to markets in the local area – these will usually be limited to a certain geographical radius from the market they apply to, but within that area they can be highly restrictive.

## Liaising with key agencies

It's likely that the local authority will have a Safety Advisory Group (SAG) or equivalent, which ties together the emergency services and other key parties that need to be consulted if you are delivering any form of outdoor event.

## Licencing and trading standards

A Street Trading License is almost certainly required to operate a market on Council land. These will be issued and regulated by the Trading Standards team in the Council (or its equivalent). If the event is held on private land for a captive audience, street trading licenses may not be required, provided that the event is not marketed more widely beyond the private audience e.g. a market on a university campus for students and staff only.

For any event, you should be vigilant about food hygiene requirements and notify the local authority and provide a list of food and drink traders. You will need to display ratings for food hygiene, but bear in mind that securing a 5-star rating is not easy and is a very high threshold to set. You'll also need to make sure that no trader is selling products (usually branded) of questionable authenticity or counterfeit goods.

## Restricted items

There are several restricted items at a street market, although the sale of alcohol is probably the most relevant. Unless you're holding an evening event, consider whether you want to allow on-sales (for consumption on site in open containers). You might prefer to consider off-sales instead – micro-brewing and distilleries are increasingly common facets of local economies, and markets are a good sales outlet for them.

It may be possible to secure a permanent license for the market depending on the location and nature of the site, but it's more likely that you'll require Temporary Events Notice (TENs) licenses. These could be taken out to cover the market as a whole, or be the individual responsibility of each trader.







## PRS/PPL

The performance of live or recorded music may be licensable under the PRS/PPL licenses (now combined). If live music performed is essentially busking, you probably won't need a license. However, if the performance is in return for any kind of solicited payment, it will likely be a licensable activity. Playing recorded music in public is usually licensable in most instances, but for any event this should be checked with the licensing authority.

For further details on PRS/PPL licensing visit:  
<https://pplprs.co.uk>

## Donations and collections

'Shaking the bucket' type donations are usually not licensable unless they directly solicit donations but there are sometimes local restrictions in place to manage this. You can search online to check that a charity is legitimate as all charities have a charity number and some not for profit organisations have a company number you can find on Companies House.

## Market researchers

Whether you allow market researchers at your event or do your own research, it will need to follow codes of good practice, which are outlined by the Market Research Society.



## Highways

If the market location is situated on a public highway, you'll need to secure a road closure agreement with the Local Authority Highways Department, which will include a traffic management plan. The Safety Advisory Group (or its equivalent) should be able to help link to other agencies that will need to be informed of a road closure e.g. emergency services, local bus companies.

## Permission to be on the land

In most cases, the Council will be the landowner. If not, consider the means for providing permissions for this – an independent operator is unlikely to have a legal department or a retained solicitor, and so a complex legal agreement for the use of land carries potentially significant legal costs for the operator.

## Charges

You'll need to decide on charging policies – whether there are internal recharges or if charges are levied on external market operators. When considering this, bear in mind that even very successful street markets do not turn over significant sums and so charging for 'rent' could make events unviable.

The Council also needs to determine whether it will charge for things like road closures and related aspects. This varies across local authorities.

## Consultation

Before you plan and launch your street market, you may want to consult residents who live nearby and may be affected if there is a road closure. Other key audiences to talk to include:

- local politicians
- the town/community council if there is one;
- local businesses



# Content

## What kind of market is it?

Is it food and drink only, or is it broader? Does it include crafts and/or street food? Is it a destination event? How often will you hold the street market?

## Finding traders

In some areas there may already be operating street markets and/or existing networks of local food producers, whereas in others the networks may not exist or may be weak. Alternatively, you can look for events in neighbouring local authorities – there are various online directories, including:

[www.southwalesfoodanddrink.com](http://www.southwalesfoodanddrink.com)  
and [www.menterabusnes.cymru/cywain](http://www.menterabusnes.cymru/cywain),  
and there are various local open food networks in operation in Wales (see the umbrella organisation:  
[www.openfoodnetwork.org.uk](http://www.openfoodnetwork.org.uk)  
for details).

## What is local?

'Local' might not necessarily mean from within a certain radius of the town, or even necessarily within the county (though this is where you should begin) as it may not be feasible to source the range of produce required from within the local area.

If there are already nearby markets then that is a good place to start – traders will often do circuits of local markets and even if their schedule is already full, they may be willing to try new places either in place of existing markets, or in addition to them.

## Don't have too much of one thing

Competition is good but assess footfall and consider how many traders you could cope with that have the same or very similar products. Consider niche categories of a product over doubling up on products that are exactly the same.

## Entertainment

Live music or performance can add to the draw of the market and create a great atmosphere but consider that crowds may congregate in front of performers, so consider placement.

You may want to pay musicians and performers, so you'll need to factor that into your costs. Buskers can perform without amplification, but that will limit what can be heard to a very small area, whereas an amplified performance can carry further across the market. This will require a public address system and larger acts will need a larger system with a mixing desk and probably a trained sound engineer to operate the equipment.



# Scheduling

It's important to secure a regular market day, whether that's a weekly, bimonthly or monthly event. Traders appreciate regular events that continue throughout the year and they are more likely to become reliable and loyal to your market. It's also easier for customers to commit the dates and times to memory.

Make yourself aware of other regular market days. These could impact trader interest and attendance. Traders are more likely to stay loyal to a market where they have a regular spot, so consider dates that will not clash with popular events.

If you're running a weekday market, consider a 'night market' format. For many households both people are in work on weekdays and so an early evening format may secure more attendees.



# Marketing

One of the most important things you can do for your market is tell people about it, so you'll need to think about marketing.

## Names matter

It sounds obvious but you need a name – the simpler the better. Double check that the name isn't trademarked, and even if not, see if there are other markets using that name elsewhere, at least to consider whether there is any scope for brand confusion.

## Visuals

You also need some visual branding. Think about something that works well both large (on posters) and small (a digital 'avatar' format on social media or a website), and that's relatively easy and cheap to reprint.

## Know your audience

Try to get an understanding of who your customers are and what they need or want (even if they don't necessarily know that they want or need it). Know your audience's characteristics to optimise advert engagement and footfall on market days e.g. target adverts by location, demographic, and behaviour. You want to build regular audiences who keep coming back as well as attracting new ones.

Also remember that there are two sets of customers for a market – the traders selling at the market, and those who come to buy at the market.



# Social media

Make the best use out of your social media channels, especially because they provide free marketing, although you may decide to use the paid advertising functions on Facebook and/or Instagram to reach the most people living within the vicinity of the market location.

Think about your content – how are you going to keep it interesting and engaging? People don't like to be continually 'sold' things on social media, even though that is your goal. Relate back to your outcomes, what do you need to do? Perhaps you just need to remind them you're there, in which case the link is really just to keep them looking at your page.



## Print marketing

Flyers, posters and banners still have their place – get to know local shops that surround the market location, particularly those for whom market day offers a clear boost to trade (cafes, for example). If they're happy to display flyers and posters it's a great way to notify local visitors to the area.

You'll need permission to hang banners on public highway railings, which may come at additional cost.





# PR

Coverage in local newspapers is increasingly difficult to secure without using advertorial (paid content) marketing, which can be expensive and cannot be guaranteed to hit your target audience.

However, it can still be very powerful, and securing coverage on the online platforms of local media (which then can be linked through your own social media) can still be very effective. Newspapers may cover an event when it is new, but then will need different angles for future coverage.

Identify your best ambassadors – the public, market traders, local businesses, politicians, maybe even a local celebrity – and ask them to help you spread the word about your market.

## Get endorsement (formal and informal)

There are various trade publications (many of them now digital) that you can get to mention your market. Feature any traders that have won awards or secured coverage as they can act as a draw.

Securing celebrity engagement can be hugely effective – doing so formally can be very difficult, but they are often part of the demographic that you want to attract and might visit your market. With permission, an informal snap with a celebrity with their market produce used on social media can be more powerful than advertising.

## Consider Welsh language requirements

Supporting the growth of the language is a worthwhile aspiration, but it can double (or more) marketing costs. For local authorities, this will likely be a requirement, but for independent operators it will likely be a choice and they may need assistance to generate Welsh language translation and content (especially on social media).

## Data protection

You will have to process personal data to book traders into the event, including a requirement for certain details to be passed on without consent for regulatory purposes. Local authorities will have detailed systems in place for this, but independent operators may not, so ensure that staff are trained in GDPR requirements and policy.





# Health and safety

There will be site specific risks that vary, but there will also be common risks to all markets. Have a simple written risk assessment that all staff on duty must read before starting work and keep a copy on site. Laminate it or keep it in a plastic folder so that it can't easily disintegrate in wet weather.

Think about your site layout

- Ensure that the layout allows for easy and swift evacuation if required;
- Make circulation spaces wide enough to avoid crushing;
- Make sure all staff are aware of the location of the first aid and fire fighting equipment;
- If the event is large enough to require fire fighting points, ensure they are well marked;
- Design the layout so that a fire engine or ambulance can get to the middle of the site;

Common risks to consider include:

- Fire
- Burning/scalding
- Inclement weather, such as high wind, lightning, heavy rain, snow and ice
- Deliberate harm caused by individuals
- Deep water (if the market is near to rivers or deep basins)
- Lost children
- Dogs
- Slips, trips and falls
- Toppling
- Vehicle movement





## Insurance

If an independent operator is managing the market(s), they will require public liability insurance. Market insurance is available from specialist insurers. Market traders should be asked to provide copies of their public liability insurance certificates annually. Remember that trading standards may wish to have sight of insurance certificates at any time.

## Terms and conditions

Make sure that you have a simple, clear set of terms and conditions that are publicly available to traders – this should outline a clear set of rules and traders should be required to agree to these before they can trade.





## Management and staffing

### Know which traders are coming in advance

Some markets operate on a 'turn up on the day' approach, which can make it difficult to establish the required number of gazebos and also increases the likelihood of low turnout on wet weather days. It might be easier to take bookings in advance with an element of non-refundable deposit, although this does require you to have a bookings system.

### Cancellations

Decide on your cancellations policy. Offering a full refund for any cancellation is not always advisable as it promotes fair weather trading, but remember that most traders are small businesses and may not be able to commit much before a few days or a week in advance or cope with unforeseen eventualities.

Consider incentivising your regulars to build stability – for example, a premium payment for short notice bookings with a lower payment for block bookings or book more than a certain period in advance.

### Staffing

Make sure it's clear who's in charge on the day – you may want to dedicate a marketing manager. Conflicts can arise between traders or between members of the public, so the market manager should have some experience or training in low level conflict resolution (serious matters are for the police).



# Stewards

At larger markets you may need to hire stewards. Have a clear means of communicating an emergency – a simple solution for pop-up type events where there are no tannoy or public address systems is to equip staff with whistles.

Make staff highly visible with hi-vis vests, which may or may not also carry market branding.

# First aid

You should have at least one qualified first aider on site for emergency first aid with a first aid kit and it might be useful to train the market manager is trained in first aid. Depending on the size of the event you may need to have two first aiders on site – if the event is large enough to require additional stewards, they should also be trained.

# Manual labour

If you don't have a contractor to put up and take down gazebos, bear in mind that this will require physical strength and stamina – and at least two or three people. Similarly, putting out/bringing in the road signage can also be physically demanding work.

# Human resource management

If you're paying staff you'll need an element of human resource management, which requires a host of legal considerations as well as various policies and procedures and contracts of employment. Your local authority should be able to help with this.

# Market day materials

Aside from the gazebos and the weights required for them, think about the other portable materials you'll need to help run your event.





# Impact and evaluation

## Measuring impact

It's likely that your impact assessment will include economic as well as social/cultural and perhaps also environmental metrics.

As with all evaluative work the important thing to do is to focus on what you need to measure and to tailor the approach to the available resources. Additionally, it is important not to rely on one source of data.

If you can, use more than one method; for example, you could conduct a simple questionnaire and have some one-to-one discussions with key stakeholders.

## Gathering data

Gathering data can be time-consuming and expensive but you may be able to reduce the cost by asking students from nearby further education or higher education institutions to do this as part of their coursework. Alternatively, you could use volunteers.

Remember that you only need a relatively small sample of responses to build a picture – this isn't an in-depth scientific study, it's a light touch evaluation to see what your impacts are.





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