

Street Market

In-depth guide

May 2021

URBAN
FOUNDRY

Introduction

This document was commissioned by Welsh Government to provide a detailed guide for local authorities and third party market operators for the development of local street markets.

The work links into the Transforming Towns agenda, with its accompanying 'town centre first' message. Additionally, the approach aligns with efforts to support and boost the foundational economy in Wales, encouraging greater local buying and creating a more circular economy.

Welsh Government Transforming Towns Placemaking Grants (available from April 2021) and can support a range of works to the public realm to enable events/activities such as markets, as well as moveable event infrastructure such as staging/gazebos and similar.

Welsh Government is keen for local authorities to use this funding to support these types of activities – the funds will be administered by local authorities in the first instance, but the aspiration is that the grants will be available to a wide range of partners, including private sector, town and community councils, and the third sector.

Whilst it will not be right for every town, the guiding principle that has led to this approach is the idea of 'Every town a market town' – building on the traditional role of local commercial centres as the source for basic daily needs, which allows for local producers to sell their wares.

This guide is focused on outdoor street markets rather than covered indoor markets, though there may be elements of relevance to the latter.

The content of this guide is drawn from experiences of establishing and running a series of successful award-winning street markets in Swansea and Neath Port Talbot.

Some local authorities will already have a strong track record of establishing/running successful street markets, but experience varies. Additionally, it may be that the desired approach is to create the conditions to allow third party operators to develop and deliver street markets. So, this guide is intended to contribute to policy/strategy to allow that to happen and also to provide useful hints and tips for independent operators.

The guide is written as a 'beginner's guide' in an attempt to cover a wide range of eventualities. Inevitably, there can be specific local circumstances and variations that make it difficult to create a 'one size fits all' approach, and there are certain areas where it is not possible to go into full detail.

In all instances, operators must satisfy themselves (with independent advice as necessary) that their course of action is legal and in line with current guidance. Where indications are given of potential legal responsibilities, these are not provided as legal advice, rather to highlight key issues that you ensure you explore and resolve.

This document is also intended to be fluid, with scope to update it as local authorities develop such approaches – learning can be captured and the guide updated.

Similarly, in this early stage, this document is presented as a draft for comment before completing a designed document with imagery/illustration and typeset for ease of swift reference (this last paragraph will be deleted in a final version).



**A guide to
markets**

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Content

Why do it?

Before beginning, as with any regeneration initiative, you need to establish a clear rationale – why do it?

Street markets can deliver a variety of benefits, all of them overlapping, and it's likely your street market will achieve them all in some way. But your reason for doing it may have different emphasis:

- Is it about creating points of sale for local producers to support the foundational economy?
- Is it about reducing food miles?
- Is it to drive footfall for surrounding businesses?
- Is it to attract more visitors to the area and add to the tourism offer?
- Is it about improving perceptions of an area generally?

All of these complement each other and overlap, but when developing the markets and evaluating success, it's important to be clear on a broad priority order as sometimes they can conflict.

For example:

- If the goal is to maximise footfall then it is desirable but not necessarily essential that all producers are local.
- If the goal is foundational economy support then it may be that you restrict certain things so as not to compete with certain local businesses, but that could then dilute the appeal of the wider market and reduce footfall/wider tourism appeal.

There are few right or wrong answers to this, but it is important to undertake this exercise to determine where the priorities are (this may vary market by market in your local area).

A useful approach, which aligns to HM Treasury guidance on the use of public funds, is to develop a 'theory of change', which identifies the key issues ('needs') that are driving such initiatives, and the outcomes/impact that are desired. The market is a means of achieving those outcomes.

This is a simple, swift exercise to undertake, but is worthwhile and will help you to evaluate as you progress.

Potential impacts

Whilst the focus of desired impacts from delivering markets may vary, there will be commonalities. Research commissioned by NABMA¹, and conducted by Manchester University, identified a range of benefits of street markets. Highlights drawn out by the High Streets Task Force (www.highstreetstaskforce.org.uk) are summarised below.

Footfall benefits

The research concluded that a 'market effect' exists, including:

- footfall increases of up to 25% in a place;
- Mondays – Thursdays, markets can generate a footfall uplift of 15%-27%, compared to those places without a market on; and
- two distinct types of market town were identified based on footfall data: a 'functional market town' (footfall uplifts in Easter, July, and in the Christmas run-up), and 'dysfunctional market town' (flat footfall with no noticeable peaks).

Economic benefits

The research cites markets as having 'direct, indirect, and induced' economic impacts, including:

- an economic 'multiplier effect' of 'around 3';
- 105,000 people were directly employed by the markets sector in 2008;
- low barriers to entry, mean that markets support innovation and new business ideas;
- markets can provide better access to affordable goods for consumers;
- they can help to attract – tourist visitors;

Social benefits

The research also shows various social benefits, including:

- bringing different elements of the community together, and that they can;
- facilitating community cohesion and inclusion, helping new traders to start up;
- generating a sense of place identity and distinction;
- animating underused / vacant spaces with activity;

Political benefits

The research also cites various political benefits, including:

- helping to promote sustainability and 'shopping local';
- enhancing food security by providing a link between rural and urban activity;
- promoting community health by providing affordable fresh food and social activities.

1. Hallsworth, A., Ntounis, N., Parker, C., and Quin, S. (2015): "Markets Matter – Reviewing the evidence and detecting the market effect", Institute of Place Management – Manchester University, Manchester

Delivering or enabling?

Whether markets are run by the Council, independent bodies, or a combination of the two, there remains a role for local authorities to develop a clear strategy/policy position on markets to communicate intent and to create a uniformity of approach.

Strategy/policy alone will not lead to the creation of markets – there must be practical activity to drive it – but having a clear approach in place helps to smooth the process, making it more efficient and cheaper to establish and sustain markets.



Summary of enabling actions

If as a local authority your focus is on enabling third parties to develop and run markets, then the key issue is strategy/policy. The key things such an approach needs to incorporate are as follows:

- make a clear commitment at political level to encouraging street markets as a policy position, subject to specific local circumstances;
- recognise that organisers of such events are assisting in contributing towards wider economic and community regeneration outcomes – treat them like partners in regeneration, not as commercial operators simply needing to generate income;
- have a clear set of outcomes that the policy is intended to achieve to help decision-making;
- consider a charter or code of conduct for markets to accompany formal policy that outlines basic quality criteria and what you want to achieve – remember that this will need to be a simple set of criteria with some flexibility;
- review and revoke/amend restrictive covenants/bye-laws or similar if it is considered these will hinder the above policy in their current format;
- identify likely event sites for markets and create appropriate infrastructure (e.g. fixed power supplies) and for any newly created public realm projects ensure that part of the design consideration is their flexibility for a wider variety of end users (whether markets or not) so that street furniture, power and other fixed items can be built in from the outset with flexibility in mind;
- ensure there is a single point of contact for event managers who will coordinate with internal departments and relevant agencies for consultative purposes (don't send people 'round the houses') and have a general terms of reference that encourage a 'can do' attitude;
- have a clear guide on what is and is not required for consultative purposes with non-statutory bodies (indigenous businesses and residents) – this might be a good practice guide for organisers, it will also help to make it clear what is and is not a reasonable objection from local retailers/residents to a market taking place;
- create simple pro forma 'fill in the blanks' documents to make the process easy, including any legal agreements for being on Council land – consult on these and incorporate feedback before implementing;
- create simple processes e.g. if a road closure is required, a single booking process for block booking rather than having to repeat the same action over and over again for identical events (that will also save the local authority money);
- ensure that any insurance or indemnity requirements required from operators are realistic and proportionate to the scale of their operation;
- create a principle that road closures will be permitted for markets (and other events of demonstrable community benefit) subject to the relevant safety and traffic management conditions and on the basis that there is no clearly viable alternative - viability to consider the commercial considerations of the market's operation and the intended outcomes;
- have a clear and consistent charging policy based on the likely limited potential to generate significant turnover from street markets, and consider that where they are events of demonstrable community benefit:
 - a single 'umbrella' licensing fee for markets that is flexible and responsive, based on numbers of traders attending – allow for fees to be non-payable in the event of market cancellation where no trading has taken place;
 - consider a licensing fee reduction or waiver during the first stages of establishing a market to give it time to bed in and start to generate income;
 - waive road closure and related fees (e.g. telematics);
 - waiving any additional fees to be on Council land where events are of demonstrable community benefit (or have a turnover threshold above which fees are payable – if so, ramp this so that fees proportionately increase with market size);
 - have a power recharge fees policy (the draw in cost terms will be minimal so consider whether this is worthwhile charging for at all);
 - waive additional refuse collection charges;
 - allow for payment in instalments/by event rather than in large annual charges;
- promote markets using your own digital channels and, where there is little or no additional cost, through physical means also; and
- support independent organisers with risk assessment and health and safety matters and general advice/guidance – treat them as partners where you are invested in their success.

Who will do it?

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

Some traders may want to run markets or there may be interested intermediaries already in existence. Alternatively, you may wish to create one. The model can be for profit or not for profit – this guide does not consider the various 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 and (for non-profit organisations) local Councils for Voluntary Services.

There are several advantages of delivery through a local authority, including:

- much of the regulatory burden for markets comes from the Council itself, and so systems and processes will already be in place to address that (plus the Council itself may not be subject to some requirements);
- the Council is likely the landowner;
- there are existing insurances, systems, policies and procedures in place and potentially considerable event management expertise;
- the Council can (if it wishes) cross subsidise the events – although it may be desirable, income generation is not necessarily essential to cover full costs.

Some disadvantages of running through a local authority are that:

- there is not always an obvious department/individual(s) or general capacity to drive such approaches;
- cross departmental working is still required and not necessarily much easier than it is to get an independent body to deliver and engage with those departments;
- whilst staff and certain budgets may be in place regardless, if based on a full cost recovery basis it will almost certainly cost more to deliver.

Principal advantages of independent delivery are that:

- faster decisions, from expenditure to reacting and adapting quickly;
- securing volunteer support is often easier in the independent sector;
- they may find it easier to tap into certain pots of funding that Councils cannot (or would find it difficult to) access; and
- it will be significantly cheaper to deliver in comparison to the Council if all costs are considered.

Key disadvantages of an independent delivery body are that:

- it is on its own – it will not have the wrap around support of multiple departments;
- the liabilities for markets can be potentially significant in a worst case scenario, which can be out of proportion to the likely modest scale and resources of independent market operators;
- the likely small size of the operator may make it difficult for them to secure certain support e.g. a utilities contract;
- even very successful markets may only just cover their costs from earned income, which makes it difficult to establish a viable business plan;
- engaging with local authorities from a third party perspective can be an extremely costly process in terms of administrative time unless the process is made easy (partly the purpose of this guide); and
- there is far lower resilience to economic shocks as a result of cancelled events – it is unlikely they can sustain losses for long.

Will it be commercially viable?

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

By their nature, most street markets require moveable infrastructure in order to 'pop-up' and then disappear. That brings more cost than static permanent markets.

Income

Income is generated principally by charging pitch fees to traders. Additional charges can be made for power support if necessary. You will want to maximise footfall, so even if it is possible to do so, for regular market events you should avoid fencing off the event and ticketing it (infrequent food festival type events may differ).

If the market is to be run independently of the Council then it is not a realistic plan to rely on external funding sources for long-term revenue support unless the Council (or Town/Community Councils) will directly subsidise it themselves in the long run - it will have to cover its own costs from earned income.

Remember that it isn't just your income you need to think about - even though your customer is the traders, you still need to be concerned with whether they are generating sufficient income, as without that they won't want a pitch.

The base market (those who will come and buy goods from the market each time you run it) must be capable of sustaining trade at a level that makes it viable for individual traders. That doesn't just mean footfall, it means that footfall translating into spend, and being sustained in both good and bad weather over time.

Different traders will vary in terms of the amounts they need to generate for markets to be worthwhile - a rough rule of thumb for food traders is that they

should be turning over (on average) approximately ten times their pitch fee. That will go up and down, not least depending on the weather, but over a year is a useful approximation.

For craft traders, many of whom operate on much lower turnover, this ratio may be significantly lower. Conversely, if you are going to allow on-sale of alcohol for consumption on site (e.g. as part of a night market) or if you have street food provision then it may be significantly higher.



Charging

The fees charged 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 weaker.

It is very different to festival type pricing for concessions - in festivals there are captive audiences with little choice but to go elsewhere, but in a street market it is a harder sell and prices should reflect that. Festivals are also one-offs with novelty value - street markets need to work on regular basis.

Pricing should be transparent and easy to find for traders - it will be one of the first questions that will be asked when they want to book into a market.

Consider whether traders are permitted to share pitches - if they are, what happens if one doesn't pay their share or doesn't show up?

Bear in mind that pitches are generally relatively small, at most 3m square if in a gazebo (more if they trade from a vehicle), so more than two traders sharing a pitch is probably not feasible.

Will the fee be the same if traders trade from a vehicle? For simplicity it might be, again be clear.

It may be tempting to offer 'up-selling' hire options e.g. hire a table on the day but remember that as a pop-up event all of that will likely need to be loaded up and transported there and taken back to a store and unloaded again at the end, which brings costs.

Tariffs of charging can be implemented but are tricky - some, like street food vendors, are almost certainly going to turn over more, and at the opposite end craft traders will usually turn over the least money, so they may be at the bottom of the scale. But then in the middle it becomes more difficult - does a brownie seller get charged the same as someone selling pies? There is no right or wrong, but a flat rate charge is likely the simplest and most workable approach.

Key costs

Different locations will bring different costs and depending on the operating model (local authority or independent) then some cost headings will be internal recharges rather than externally sourced or may not be relevant at all. However, typical cost headings to consider are:

- staffing – in addition to the on the day staffing, you will need to factor in administrative time to: book in traders; manage payments (as well as refunds where necessary, which can be time consuming) and accounts; deal with regulatory requirements (licensing/trading standards, risk assessments, insurances and other related paperwork); and to undertake marketing and answer queries.
- Gazebo hire – there may be more permanent options with fixed canopies, but it is likely that you will need portable infrastructure such as demountable gazebos, which either need to be bought or hired. If bought then there are storage and delivery requirements to consider to and from site, if hired then remember that as well as the hire of the items, there is also labour to erect and then derig them for each event.
- Power – this might be in the form of portable generators (which can get expensive in relation to income very quickly) or may be the metred supply for fixed supplies. The latter should be aimed for if possible.
- Training – staff will need first aid training as well as training in other areas.
- First Aid – if staff are not trained in first aid (it is more cost effective to do so) then you will need to hire first aid provision per event.
- Licenses – there will likely be a fee for trading on public land. In many instances, this is designed to suit individual traders trading on a daily basis in single locations. Those processes do not suit markets where many traders are clustered together and so need to be proportionate to the costs of the intermediary. If the local authority runs the event,

then licenses can be issued directly to individual traders, but this will create a lot of additional administrative work when one single market license could be issued.

- Other regulatory charges – some local authorities charge for things like road closures, others do not. Some will charge a rent for being on the land in addition to a licensing charge. These need to be clarified and agreed – these fees particularly can dictate whether there is a minimum size below which the market will cease to be viable as there is not enough income to meet costs. If an independent company is created, then a small annual fee is payable to Companies House when the annual return is submitted.
- Insurances – public and employer liability is required. This is specialised and, for an independent organisation, likely more expensive than liabilities insurances can be.
- Marketing – you can adjust activity to suit to a degree, and a great deal can be done with social media (though remember that whilst social media cash costs might be modest it is still very time consuming and so equates to staffing costs too).
- PA/entertainment – you may have entertainment at the event, which will require fees to be paid to performers and (if necessary) for AV equipment hire, staging or similar.
- Maintenance – you will have equipment such as power cables and board, fire extinguishers, which will need annual (or more frequent) testing/maintenance. Factor that in.
- Professional fees – if the market is to be run by an independent body then it will likely need to submit accounts and will require the services of an accountant to assist with tax returns, including PAYE if this is not run in house for any staff. Legal fees should be minimal but may also be required in certain instances.

- General office costs – if the market is to be run by an independent body it may be feasible for the individual to work without a base (though the markets will require some storage somewhere for market day kit). However, with or without a base, the independent company will need to cover general offices costs of stationery, postage, copying and phone/broadband/data charges. If an office is required then rent, rates and utility costs also need to be factored in.
- Finance/bank charges – this is likely to be modest unless loan finance is required for capital acquisitions by an independent organisation but should still be factored in as a cost.
- Contingency – it is always wise to factor in a contingencies budget, to cover sundry items (e.g. consumables).

Whoever the operator is, one of the biggest overheads is likely to be staffing, so reducing administrative time by creating clear, simple-to-engage-with processes, will help the market become more viable.

Councils should also consider what they do and do not charge for and should create clear, transparent charging mechanisms that take account of likely ability to meet those charges.



Location

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

If there is a shopping parade operating and surviving, then that indicates that a market might be able to do as well. Conversely, placing markets in the midst of outlying residential areas with no or struggling commercial centres is unlikely to be viable.

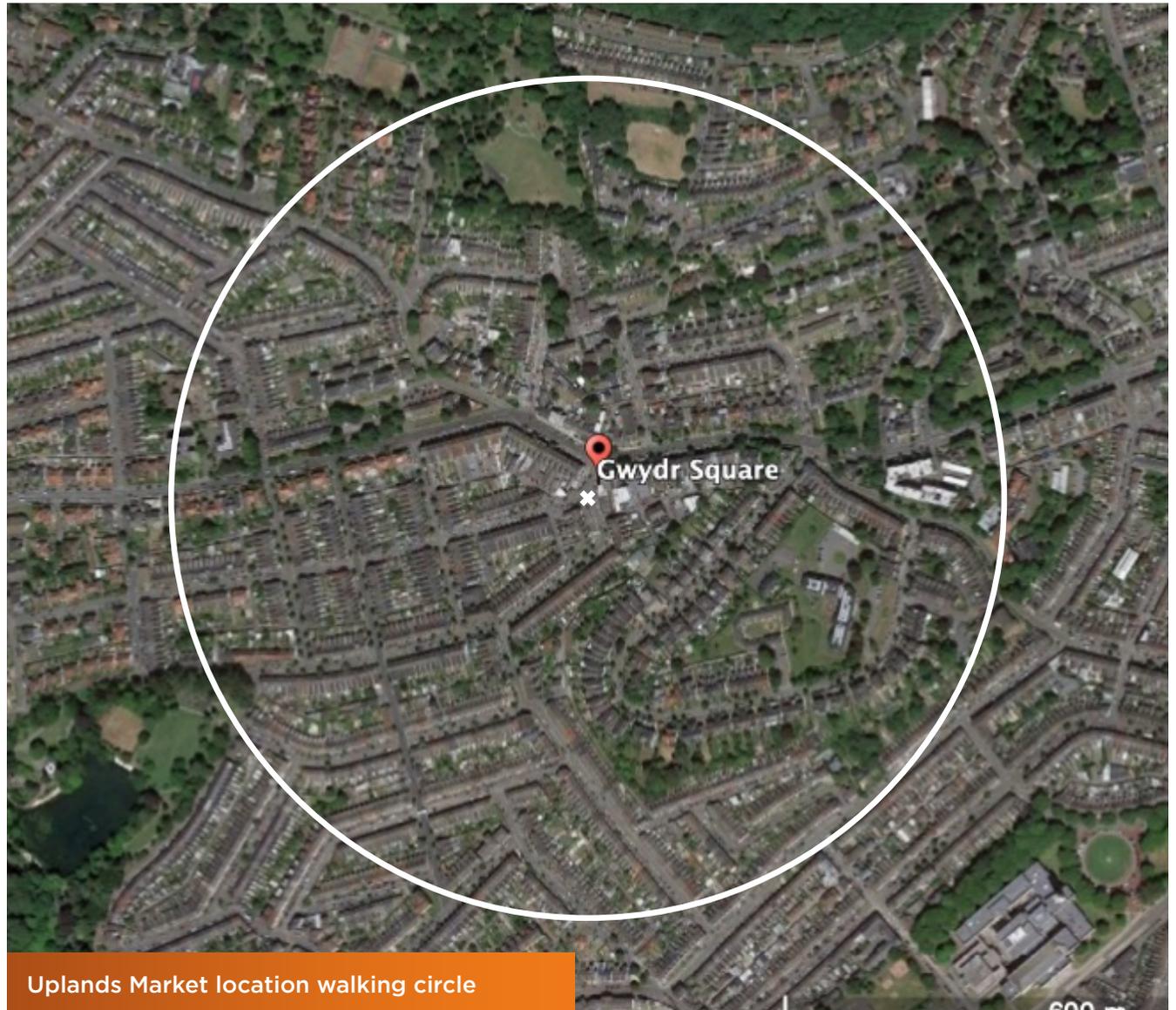
A good way of testing this is placing a '400m walking circle' on a map of your chosen area - centred on the market location. This is a great indicator for possible market locations - it should be in or very close to a commercial centre and with plenty of residential density within the circle, as shown on the right.

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.

You may wish to augment higher footfall levels, or you may wish to try and boost shoulder periods - both can work but be aware that you are creating more challenging circumstances for making your market viable if you opt for the latter.

Again, go back to your key outcomes that you are seeking to achieve and that will inform your decision.

In any event, resist any 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.



Uplands Market location walking circle

Market layout

The market layout should follow good urban design principles.

Stalls should not block frontages of existing shops that will be open on market days (those not open might be encouraged to do so to benefit from increased market day footfall).

Stalls should be laid out in 'block' format wherever possible with ample space between for circulation – there should always be produce facing the consumer, with no blanks (this also helps to secure stalls as traders can only face one way, making the layout safer from chance thefts, for example, as traders are back to back), as shown below.

This is not always possible – some sites may have blank walls or be up against other physical barriers that create a natural edge (Riverside in Cardiff, for example). In those instances, stalls could be put against the wall or barrier with only one direction of trading, maintaining security.

Block sizes should be relatively small with adequate space in between – you want to encourage short cuts and ease of circulation. If someone forgets something or wants to go back to a stall, they are more likely to if they can do so quickly rather than having to walk all the way around the edge again.

Consider your corners – they need to be strong with traders laying out produce facing both directions of the corner if at all possible.

Occasionally there will be 'no shows' – in those cases encourage adjacent stalls to 'spread' into the empty gap if that is feasible. If not, tape off the empty stall to

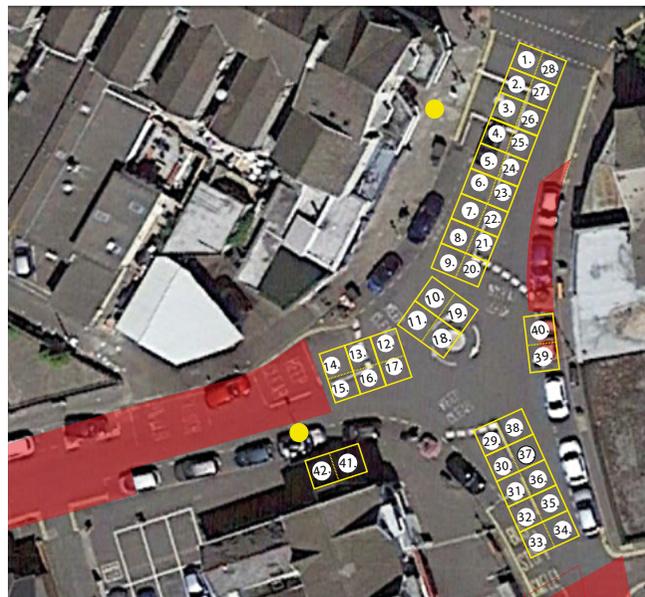
prevent people attempting to walk through the block. Some markets are equally good for trade in all areas, others have 'prime' spots where footfall is highest and stalls most visible. Consider how best to use niche stalls to attract people to the quieter corners e.g. a vinyl stall or speciality food stall that people will seek out.

Consider the lay of the land – slopes, cambers, kerbs and uneven surfaces will dictate exact layout of gazebos on market days. For example, a street food trader may struggle to set-up cooking equipment like gas canisters and stoves safely on sloping sites, while other traders will find it difficult to display products on slopes (see management section).

Number the stalls and make traders aware of their number against a set plan in advance. There are often changes on the day, but it helps to manage the set-up period. Have easy to attach numbers that can be added to each stall to make it easy to see.



Marina Market Layout



Uplands Market Layout



Glynneath Market Layout

Suitability of surfaces

Aim for hard standing locations – delivering markets on grass or rough surfaces will almost certainly require portable flooring, suited to vehicle as well as pedestrian movement, which will significantly increase costs.

In the consultation phase check that the chosen site can cope with the weight loading of vehicles. This should have been specified to a high degree when constructed, to allow for deliveries or emergency vehicle access, but sometimes there are weight loading restrictions that may mean that traders trading from larger vehicles could exceed the weight load restrictions and crack pavements.

Accessibility

Whilst events are likely to take place in public spaces, which should already be disabled accessible, the activities may obstruct in whole or in part some of the measures (e.g. dropped kerbs) designed to make spaces more accessible. As far as possible, work with what's there, but if it is unavoidable, then there are 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 whilst keeping space behind them for those browsing/passing. Ideally there should be sufficient space for someone to be served and for two-way passing behind them by people in wheelchairs/with pushchairs if possible

For stalls that are likely to attract larger numbers and queues (for example street food stalls), place them where there is sufficient room for queueing without clogging up the circulation space. There is an element of trial and error to this whilst you work out which are the most popular stalls.



For stalls where smells are part of what they offer (e.g. soaps) or where they produce strong smells (e.g. cooking stalls) then you will need to place them away from stalls they will clash with e.g. do not put strong smelling cooking smells next to a fabric stall.

Be sensitive to the indigenous shops and cafes nearby – if you have a bread seller, don't put them right outside the door of the local bakery.

Whilst it is very difficult to run a market if you begin by excluding certain uses (e.g. there is a local butcher so there will be no meat sellers permitted) there are some circumstances where small local businesses need to be nurtured, and so in some instances you might avoid having too many (or, in certain circumstances, none at all) of a certain type of trader.

Do this with caution though as you will begin to dilute the reasons for people to come in the first place if you remove many things, especially the core staples of markets (fresh produce of meat, fish, dairy, veg and the like) – remember that markets are only there temporarily and good businesses will recognise that the markets will boost footfall, which they can also take advantage of. It isn't a case of the local businesses getting a smaller slice of the pie on market days – you're creating a bigger 'pie' on market days.

Encourage local traders to use the markets to advertise themselves – handing out flyers, offering market day special offers or similar. Consider how on market days the retailers/cafes in the local area might spill out on to the street more if there is the space to do so.

Road closures

If a road closure is required for the market, then a traffic management plan needs to be drawn up by an experienced individual to show how traffic will be diverted and access maintained, dictating the required temporary signage.

For even small areas of road closure the amount of temporary signage required can be considerable and therefore time consuming to put out and take in each time.

If a road closure is required, this will also require cones and approved highway signage for placing on the highway to be sourced and put out/taken down each time.

There is a cost/benefit and risk analysis that needs to be undertaken to determine whether to use a contractor for this (which will add significant cost in comparison to turnover) or whether to purchase these signs and put them out/take them in and store them yourselves. A local authority may well opt for the former for ease, but an independent operator needing to cover all costs may need to do this themselves.

A frequent concern will be that closure of roads will reduce opportunities for car borne trade either by creating a more convoluted means of getting there and/or removing a certain number of parking spaces.

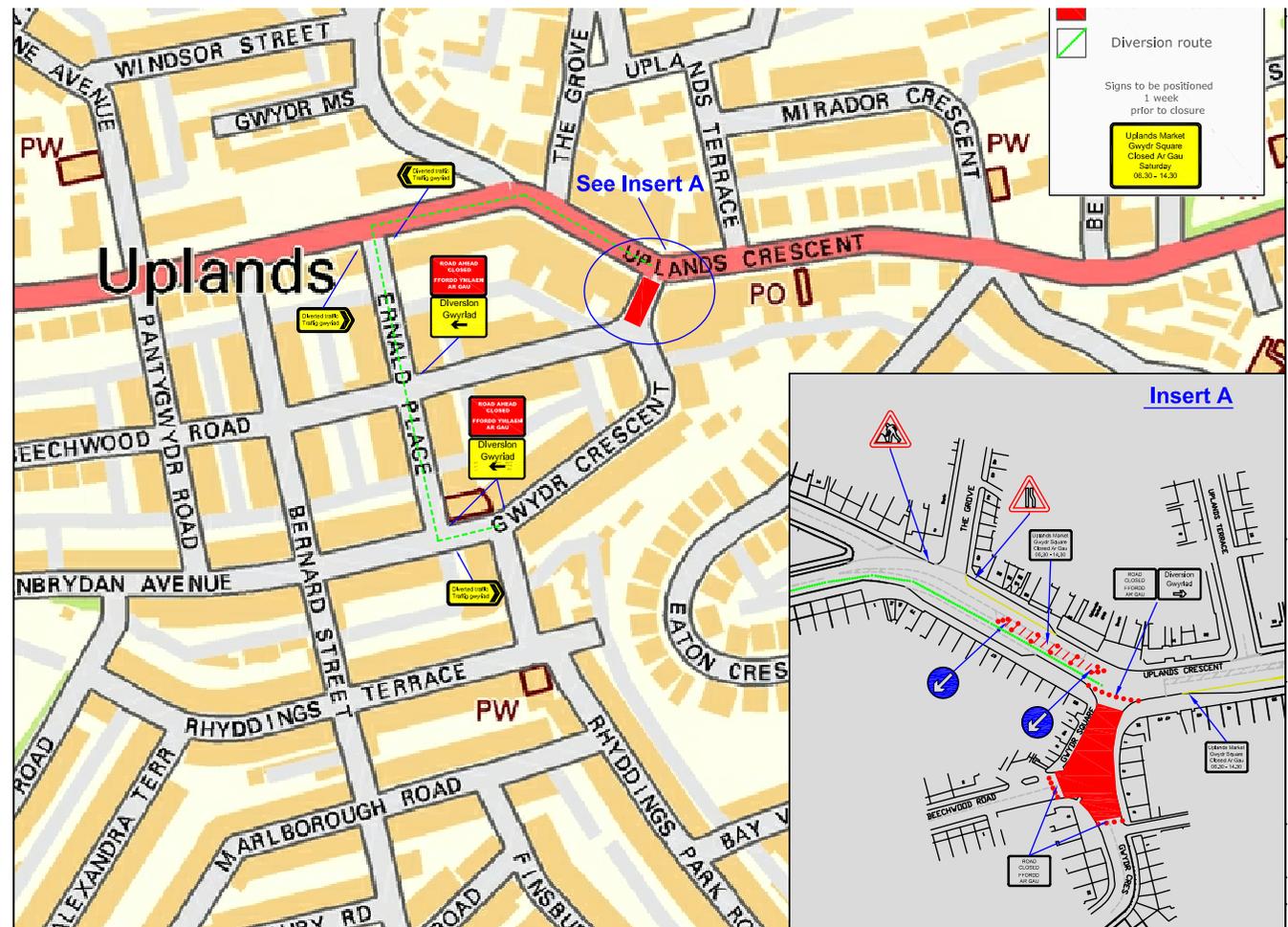
Whilst care should be taken not to reduce the number of spaces for people with limited mobility, this should not be a reason not to run markets or other events.

When done well, the evidence is that more walkable, people-focused spaces are generally more economically vibrant than those heavily reliant on cars. There is also some evidence that many smaller retailers have a tendency to significantly overestimate the extent to which their day to day trade is reliant on car borne customers.

If a road closure is required, even with plentiful advance warning signage, vehicles can sometimes be left overnight, creating an obstruction for your layout, which is a particular problem for more constrained sites.

Develop a relationship with the local PCSOs who can look up a registration number and find a phone number to call to get the vehicle moved. That does not always happen in time (or at all someimtes), so ensure

your market manager is good at thinking on their feet and able to work around unanticipated issues to amend layouts. Leave enough room in your design to adapt if needed.



Infrastructure

Power

Councils should provide power supplies for markets (which can double for other events) – the range of needs vary, usually for cooking on electrical items, either from fresh or using microwaves on site to heat up pre-cooked food, and also fridges.

The amount of power needs to be calculated in advance and tailored to the available supply and/or dictating the size and number of generators required.

A fixed supply is preferable – generators add costs, and even ‘super silenced’ generators are noisy, create fumes and are not particularly environmentally friendly (some bio-generators are available but are usually

expensive). They generally also have to be sited away from stalls and fenced off, and require cable runs between them and those needing power, which creates trip hazards.

If permanent power is to be provided, then a variety of socket types should be provided to allow for 32a and 16a connectors. If a board cannot be supplied and instead a single point is required, then 63a connectors that can then feed into a mobile distribution board can be incorporated – a fixed pillar with built-in RCDs and a variety of connections is preferable if possible.

Locations of power pillars will be dictated by underground supply to a degree but should also consider the layout of the market – you want to ‘plan out’ the need for long runs of trailing cables that

create trip hazards. Ideally you want them immediately adjacent to or within your blocks of gazebos/ vehicles, so no trailing cables have to cross public thoroughfares.

If installing a power pillar the Council should own and manage it, including its annual safety testing. Independent operators will likely find it very difficult to insure and test this type of infrastructure. There may be more than one user of the supply, so the Council should also be the named bill payer (power can be recharged if necessary).

Power pillar installation costs are eligible for Welsh Government funding.

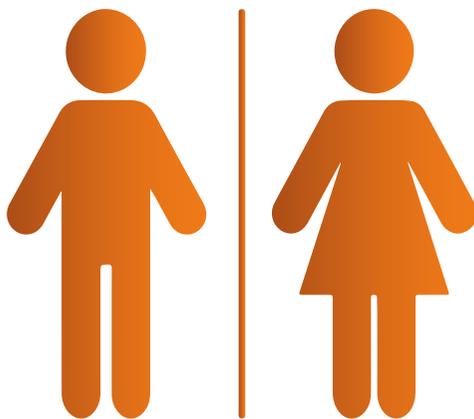




Parking

Remember that each stall almost certainly equates to one vehicle that needs to be accommodated somewhere – unless traders trade from their vehicle, then traders need to park. If there are nearby car parks then traders can pay for their own parking (but consider this additional cost to them if local parking charges are relatively high).

If parking is limited, then this may put pressure on already busy residential streets, which can create conflict. Consider whether special provision can be made to keep spaces free for residents/visitors to other shops.



Toilets

Traders will need access to toilet facilities.

If there are no nearby public facilities, there may be a deal to be done with surrounding premises to allow traders to use their toilets on market days – focus on any food and drink eateries near the site as they are likely to financially benefit the most from the market being there. Ensure they are open early as traders will often arrive for morning markets long before other establishments would normally open.

Whilst it is not always essential for the public to have access to toilet facilities on or near to the site, it is wise to do so if there is sale of food and drink to be consumed on site, and particularly if on-sales of alcohol is permitted.

If there are no other options then portable toilet facilities can be hired.



Refuse

Traders can be required to remove their waste at the end of markets as a condition of trading (including waste water for handwashing). However, there are always occasional bits and pieces left over and the public will discard wrappers and containers for street food and similar.

So, there needs to be adequate refuse facilities on site, and this will require a discussion with the Council's waste team (or private contractor if on private land).

The regime for emptying bins may need to be altered on market days – they should be empty at the start so that they do not overflow, and then should be emptied again at the end. There should be agreement for collection of additional bags should bins need emptying mid-event (this will need to be monitored by staff on site).

The simple solution is several large mixed waste bins, but consider split recycling bins if at all possible at market sites to encourage recycling.

Staff need to have it as part of their job description to undertake site clear-up at the end of events and (if necessary) before they start also.

Regulatory and legal

Covenants and restrictions

A first task is to check whether there are any covenants, bye-laws or similar related to existing (or possibly defunct) 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.

If a covenant is in place (note that the term is often used but refers to some other restriction other than a formal covenant), then specialist legal opinion will be required to determine what may be feasible. Note that in some cases this is not straightforward – there are oft-cited examples of covenants on indoor markets yet Land Registry searches (where any restrictive covenants should be listed) do not reveal any such thing existing.

Liaising with key agencies

The Local Authority will likely have a Safety Advisory Group or equivalent (for example, in Cardiff it is called the “Events Liaison Panel”), which ties together the emergency services and other key parties that need to be consulted if you are delivering any form of outdoor event.

Whilst the SAG or its equivalent has no formal legal power, its individual constituent bodies will have significant authority.

There are generally pro formas to complete with the relevant details – if there aren’t then consider creating them to make it easier for third parties to supply the relevant required information.

This form will contain details about the location, dates, times, layout, layout and logistics of the market ensuring all potential risk has been considered and eliminated where possible.

This is then circulated to all relevant departments/agencies and feedback is often also collated to ensure a clear, single point of communication is available for event organisers.





Licensing 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).

Early consultation with the Trading Standards team (or equivalent) in the local authority will help to identify the key information required. You will be each other's point of contact if there are any queries regarding food and drink producers.

Traders may cross county boundaries – if they are selling food and/or drink then they should be registered with their home local authority but may not be with yours. There is an online directory <https://ratings.food.gov.uk> that can be checked to ensure they're registered and to find out their food hygiene rating (their 'scores on the doors' rating).

Note that there can be a backlog in securing these ratings, where the trader has done nothing wrong but has yet to receive their score – you will need to decide whether you will permit them to trade in these circumstances.

There is also a determination to be made about whether you have a minimum 'scores on the doors' standard for food hygiene. Bear in mind that securing a 5 star rating is not easy and is a very high threshold to set. In the Swansea Bay markets project, the threshold is a 'scores on the doors' of 3 or higher to trade at a street market.

Whilst it is the responsibility of traders to display their scores at each market they attend, spot checks are advisable as it does not reflect well on the market if they are not displayed and traders are pulled up on not displaying them.

Environmental Health officers are likely to randomly spot check markets and will also look out for such things – develop a dialogue with them so that you are aware of any issues.

Ensure that no trader is selling products (usually branded) of questionable authenticity; be aware of the potential for counterfeit goods. This can be exceptionally difficult to spot as some can be extremely convincing. If in doubt, seek advice from Trading Standards. Prioritising small local businesses

seeking to sell artisan produce reduces the likelihood of counterfeit branded products appearing as these producers will be focused on differentiating their own produce as unique, and not trying to copy that of others.

If the event is held on private land for a captive audience, then 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. In any event, you should still ensure that you are vigilant about food hygiene requirements and notify the local authority, including providing a list of food and drink traders.

Note that there is a difference between street trading licenses and pedlar licenses – essentially, the former is static, the latter mobile on foot (they must be able to carry their goods with them, though a trolley is permitted). A street market will almost certainly be focused on static traders, but occasionally pedlars may wish to sell by wandering through a street market – it is best not to publicise this as quality varies significantly, but note that you may have limited control over them.



Restricted items

There are several restricted items. Of these, the most likely to be of relevance for street markets is the sale of alcohol.

Unless the event is an evening one, carefully consider whether you want to allow on-sales (for consumption on site in open containers). However, off-sales are something you should consider – 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 is more likely that Temporary Events Notice (TENs) licenses will be required. These could be taken out to cover the market as a whole, or it can be made the individual responsibility of each trader.

There are pros and cons to taking on the licensing requirements yourself. You are unlikely to be able to police the point of sale of alcohol and so there are risks in taking responsibility for this when you have limited control over it.

Conversely, if left to traders some will see it as an opportunity to take a TENs license then offer to others to come under their license. In principle this is acceptable, but they may then start asking for contributions, which could turn into a charge. Are you happy with that?

In any event, if you allow traders to take out their own then note that TENs are geographically bounded, and you can't have two TENs for the same space at the same time. So, you should have it in your terms that a TENs license applied for may only apply to their immediate trading area so that they cannot monopolise this.

If traders are taking out their own TENs then you should ask for proof of this as you want to know that any restricted sales at your event are properly licensed, avoiding potential liabilities for you as the event organiser.

Whilst there may not be regulatory requirements for them, be aware of other items that should be restricted in some way, for example age restricted items.

Certain types of performance are also regulated. As the event organiser, you will likely want to retain control over the provision of entertainment and so in most instances you will likely want to reserve the right to prevent others from putting on their own.

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, and clearly ancillary to the main function of the event (a street market) then it is unlikely that a license will be required.

If the performance is in return for any kind of solicited payment then it will likely be a licensable activity (placing a case or hat or similar receptacle out for donations would likely not be licensable, provided that no direct request for payment is made by the performer verbally or in writing).

Paying performers who then do not request payment and/or who place a receptacle out for voluntary donations should not be licensable, nor should it be if they announce any events or activities they may be undertaking that do carry a fee – effectively marketing themselves (though you may want to restrict the extent to which they do that at your event).

To prevent clashing noise, you might wish to prohibit the playing of radios or other recorded music at the market site so that you retain control over this.

Performance of recorded music in public is likely to be licensable in most instances.

In 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 not likely to be licensable unless directly soliciting donations (in which case it is) but there are sometimes local restrictions in place to manage this.

If anyone is collecting for charity then you should satisfy yourselves that they are doing so legitimately – whilst your market is taking place in public space and you are not likely liable, there is potential reputational damage, and you want to safeguard your customers.

You can search online to check that a charity is legitimate – all charities will be given a charity number. Some not for profit organisations may quite legitimately seek donations but will not necessarily have a charity number. If they have a company number this can be found by searching Companies House for the number.

You might consider a basic code of conduct for anyone wishing to solicit donations at your market. Consider whether you want to advertise that this is something people can do (many people assume they need to ask permission, whereas if it's public space your ability to prevent them if you so wish is limited).



Market researchers

Markets are a very good way to reach people for market research.

You may or may not want to permit market researchers (you may also want to do your own).

Find out what power (if any) you have for managing this.

In any event, market researchers should follow codes of good practice (these are outlined by the Market Research Society).



Highways

If the market location is situated on a public highway then a road closure agreement with the Local Authority Highways Department will need to be secured.

There is not generally an automatic right to this, so a case has to be made. A traffic management plan will be required as part of this.

If a road closure is permissible, local authorities deal with this in different ways – in some local authorities road closure requests are relatively swift and straightforward, allowing for block bookings for the year if all dates and times are set in advance. Others require a separate application to be made for every single event with a minimum of 8 weeks' notice.

When applications cannot be submitted until 8 weeks before, this creates a continual administrative burden and for small operators it is also very easy to miss a deadline slightly and find you end up with a gap in the calendar. The public and traders will have little patience for that kind of disruption to provision due to purely bureaucratic reasons.

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 company and similar.

Permission to be on the land

The Council is likely the landowner in most cases.

If the land is owned by the Council, and third parties are to be encouraged, then 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.

If it is essential, is there scope to create a long-term agreement so that legal fees only need to be incurred once, or at least an annual agreement? Again, this varies by local authority – in some areas this is done very simply with an email granting permission, in others, a legal document is issued for use of the land and use of the toilets adjacent, which has to be renewed annually.

If the goal is to encourage more independent operators, and there are large privately owned areas of land that are the optimal locations, consider whether the Council could assist with the legal aspects by providing funding to help independent operators meet the up-front establishment costs.

Charges

A decision should be made on charging policies – whether there are internal recharges or if charges are to be 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.

Refer back to the aims you are trying to achieve – are you doing this to generate income or to achieve other outcomes? If it is to generate income, then there are other and better ways to maximise revenue income from Council owned land.

Licensing for street trading will already carry a charge anyway. Is there justification for 'rent'? If the model is full cost recovery, is there actually additional cost to the Council and if there is, is it worth charging for?

Will power be charged for if supplied? If the supply is fixed and metered, it may cost you more to charge for it than the actual cost of electricity used – the power draw for many small market events is extremely low.

The Council also needs to determine whether it will charge for things like road closures and related aspects. For example, the telematics team may need to come out to change light sequencing on market days if one road, but not all, off a light controlled junction is closed temporarily.

This varies across local authorities – some charge, some do not, and where charges are levied, there are discrepancies between what different local authorities charge – in some areas license fees are almost twice those of the neighbouring authority for exactly the same thing.

Some Councils charge for road closures as standard, some make additional charges (e.g. for telematics), others do not levy certain charges if the event is for demonstrable community benefit.

Consultation

It is better to first establish an outline concept so that you have something more detailed to consult about – at the least the broad idea, who it will be run by and where it will be.

A common consultation mistake is to do 'blank paper' consultation – just discussing an idea absent of any specifics. That is too broad, and often results in consultees filling in too many of the blanks themselves.

The SAG group (or equivalent) will cover the key statutory agencies, other key groups to talk to are:

- local politicians should be involved in discussions at an early stage with cross party consensus if more than one political group is represented at the ward level;
- the town/community councils if there is one;
- local businesses, via the local business forum if there is one, door to door if not, particularly those requiring access for deliveries; and
- residents living immediately adjacent to the market site or who may be affected if there is a road closure.

Frame the consultation – there's a large difference between asking if people want a market, and saying that a market is going to be piloted and that feedback is welcome. The former gives scope for the answer to be 'no' from various stakeholder groups.

The nature of markets is that they are temporary and easily trialed and tested – they are not controversial matters, and so there is minimal impact if they are trialed and there are some adverse effects (there is relatively little evidence of there being such downsides when they are run well).

Care needs to be taken not to cede too much power to special interest groups in the process – at least one very successful market in SW Wales failed, even though it was overwhelmingly popular with the residential population of the area, because a small minority of local retailers complained loudly about it.

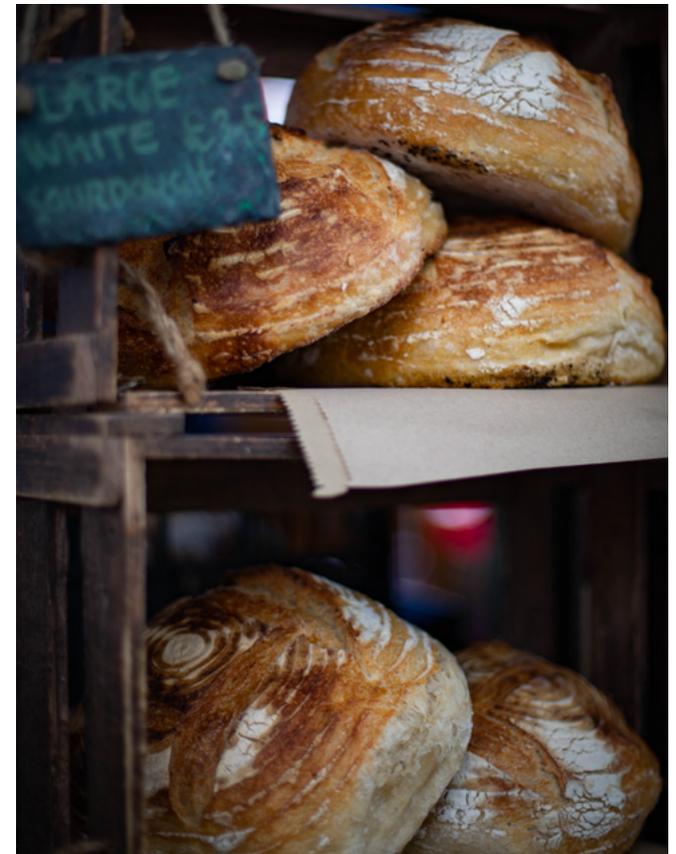


Content

Is it food and drink only, or is it broader? Does it include crafts and/or street food? Will you allow national brand names to trade if they want a stall or is it artisan only? This all stems back to your brand.

Is it a destination event? If so, then less frequent monthly events may concentrate the number of traders with lower turnover (e.g. craft) who are less likely to be there week on week. Alternatively, if the intent is to get local people to buy their day to day food from the market it will need to be weekly. That will probably dictate that it will be a smaller market.

In any event, you will need to ensure you get your staples represented: ensure you have some (or all if you can find them) of the essentials a market needs e.g., fruit and vegetables, bread, cheese, fresh meat and fish, and any vegan/vegetarian alternatives if available.



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. Where networks exist, there's no substitute for visiting existing events and talking to traders and organisers to begin building a network.

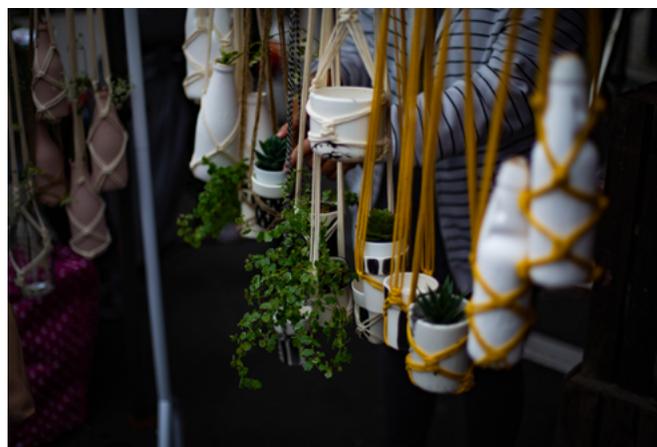
Where there are weak or no local networks, look for events in neighbouring local authorities - there are various online directories, including: www.southwalesfoodanddrink.com and www.menterabusnes.cymru/cywain, and there are various local open food networks in operation in Wales (see the umbrella organisation: www.openfoodnetwork.org.uk for details).

Local authorities also sometimes maintain publicly searchable databases of local producers, and licensing departments will often have lists of traders that already have licenses granted in the local authority area (many or all of whom may be operating off their own sites, so may or may not be interested in a market away from their own pitch).

Some traders can be very hard to secure - for example in some areas good fishmongers who can attend regularly can often be hard to find. Don't let perfect be the enemy of good - if you are missing something, then as long as there is reasonable choice of fresh produce then you can always add it later.

Curate the content: ensure you have a wide variety of products on offer - if you want to build higher numbers of stallholders then a mix of local produce, craft and street food is an ideal mix (though the footfall will still have to justify it - there is no point creating a 50 stall market if there's only potential for the footfall to support 10).

Markets can also be a very good place to engage with the public - elected officials might hold their surgery there, or voluntary sector groups might take stalls to raise awareness of their work or recruit volunteers. Markets can also be a good location from which to run community engagement / consultative exercises.



What is local?

There are limitations to 'local' – it does 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.

There are also cautionary notes on protectionism – competition is good, and a net slightly wider than the local area helps that. The principle of 'locality' is that goods should be sourced from within a reasonable geographical area, which for everything except the most specialised goods should be feasible to find within the region (clearly there will be some cross regional sourcing where market locations are close to the edges of the region).

Networks of good quality market traders are better established in some areas than others. In some places the food and drink sector has self-organised and there are easy points of contact, in others that soft infrastructure of networks is less well-developed.

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 and you may have the footfall to support more than one of each type of product 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.

Build strength in depth

Traders will vote with their feet and will go where they get the strongest trade, particularly in festival season for some of the food and drink traders. Additionally, some traders will outgrow you (that's often a good thing) or they will find there are other markets elsewhere on the same day where they can do better trade.

So, have strength in depth of traders to ensure you are not left without.

Regulars at markets are good to have, and you should work hard to keep them. But keep sufficient room for new people to enter the market and try things out otherwise they will give up and you'll have no new and fresh ideas/products coming through to keep your audiences interested.

Campaigning

Markets are a place where people congregate and so they can be a good place to raise awareness of key issues. Often, this is a good thing – voluntary groups can use the footfall to reach new audiences, to raise awareness of their work, recruit volunteers – and similar and major issues can be brought to the public's attention, such as through community consultations.

However, it can also create friction where there is a more divisive topic, including political campaigning as well as protest type actions.

For political campaigning, as a local authority running the event with neutrality requirements, this could get complicated (you likely cannot prevent candidates from passing through the site, but they may wish to have a stall, which you can control). This is a lesser issue of the event is run independently but still needs consideration.

For protest type activities it is more problematic – you may not be able to prevent people protesting in public space, but it becomes a significant risk assessment issue for an event that you are responsible for. Stewarding levels that are perfectly adequate for a street market may become inadequate for dealing with a protest.

Protest type activities can also deter the public from staying/returning – whether they agree with the principles expressed in a protest or not, people are generally not attending a market for that reason.

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.

If you want good quality (and as a general principle of good practice) then musicians and performers need to be paid, so build 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.

Amplification though requires a public address system to allow for at least two inputs of a microphone and instrument - there are various battery operated models on the market that remove the need for trailing cables, but these will only cope with acts of one or two people.

Larger acts will require a larger system with a mixing desk and likely a trained sound engineer to operate the equipment - having larger groups can add a great deal but increases costs and may also start to distract from the core purpose of the event - to sell produce.

Remember that it is likely a mixed demographic and so it is likely that you will need to ensure that entertainment is 'family friendly' in its content.



Scheduling



It is 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 is 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.

Think about festival season – you will not be able to stop regular traders from ditching your market now and again for a larger event that promises thousands of attendees, so be prepared for a smaller number

of traders and/or trial new traders that you would normally have to turn away to prevent too many traders attending with very similar produce. Consider whether you operate all year round, or whether you restrict/augment trading at particular times. January markets (particularly in the first half of January) are often difficult to make work and also many traders often take time off in January.

Timing of where the market falls in the month can have an effect. Whilst a strong market offer in the right place will work at any time, there are clear boosts when markets happen around the end of the month as it aligns with paydays for many people.

If you are running a weekday market, consider a 'night market' format – running during early evening. Economic population changes mean that for many

households both people are in work on weekdays and so an early evening format may secure more attendees. Remember that for around half the year a night market format means you also need to think about lighting. Street lighting is probably adequate for general public circulation space but do not rely on that. If you are in a square or area that is not as well-lit then you may need to consider portable lighting, which can increase costs.

Regardless of street lighting, gazebo canopies will shade the interiors and so traders will certainly need lights. There are powerful battery operated lights on the market. Remind traders to bring theirs, but have spares available.

Marketing

Names matter

It sounds obvious but you need a name – the simpler the better. People need to know it's a market and where it is, so normally either the place name followed by the word 'market' is enough or, if there is another market (e.g. an indoor market) nearby using that name, then something that relates to the place will work e.g. Riverside Market in Cardiff.

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. Formally copyrighting or trademarking the name can be done, but the hyper-locality of the activity means this is probably a low risk. The costs are relatively modest if you wish to do so.

Visuals

You also need some visual branding. Again this does not need huge amounts of marketing agency support time – something that works well both large (on posters) and small (a digital 'avatar' format on social media or a website), and that is relatively easy and cheap to reprint.

Know your audience

Remember also that all marketing should be driven by 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).

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.

Just like a project level theory of change, you can develop one for your marketing with a clear set of marketing outcomes – be clear about what do you want your marketing to achieve and evaluate it:

- initially, it may be more general awareness that the market is coming when it first starts;
- it may then move towards more specific targeting to secure traders (that doesn't cease once the market starts but will likely be more intensive in the early stages);
- then as the markets come closer there is marketing to the general public to encourage them to attend; and
- once the markets become established it becomes more focused on retaining existing customers (what's new and different) as well as attracting new ones.

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.

The public will generally not plan significantly in advance for attending a market, so most need prompts the week prior to remind that market day is on, times, and location. Don't assume that once a market is established people will just know it's happening – there are always new people moving into areas, as well as transitory populations e.g. students. It can also be surprising how long-term residents in more densely populated areas can go about their day to day lives totally unaware that a successful market takes place regularly around the corner.

Don't forget temporary visitors – rent a house in France and in the little book they leave to tell you where to find things you'll often find a list of the local markets. To pick up transitory visitors, do the same with hotels and other tourist accommodation sites.

Social media

Make the best use out of your social media channels. Depending on capacity, consider using Facebook and/or Instagram and their paid advertising platforms to reach the most people living within the vicinity of the market location. You will need to register a business account to enable paid advertising. It can be targeted at certain demographics, and to certain locations.

Social media is hugely powerful, but also extremely congested – getting your message to 'land' is easier said than done – analytics are better on some platforms than others, but Facebook (the most sophisticated at the time of writing this guide) offers highly detailed audience insights.

You can start to spot what times your audience are online, what sorts of posts they are more likely to interact and engage with – like anything, evaluate your approach and focus your efforts on what works well and focus resources on that. The case study markets in this guide operate on a social media ad spend of around £30 per market – a very high return on a modest investment.

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 the friendly local shops that surround the market location, particularly those for whom market day offers a clear boost to trade (cafes for example). If they have notice boards/are happy to display flyers and posters it's a great way to notify local visitors to the area.

You will not be permitted to hang banners on public highway railings without permission (permission for banners on railings is often more complicated to secure than it may initially seem and may come at additional costs). Review the area and identify any shop railings that are on main thoroughfares e.g., areas of heavy traffic and footfall, approach to display on their railings on the lead up to market day (the week of market day is ideal).

Identify your best ambassadors – people who love your market. They might be the public, market traders, local businesses, politicians, maybe even a local celebrity. Get them to help you spread the word – people can't experience a product or service until they've participated themselves, but testimonials from others can make them feel like they have.

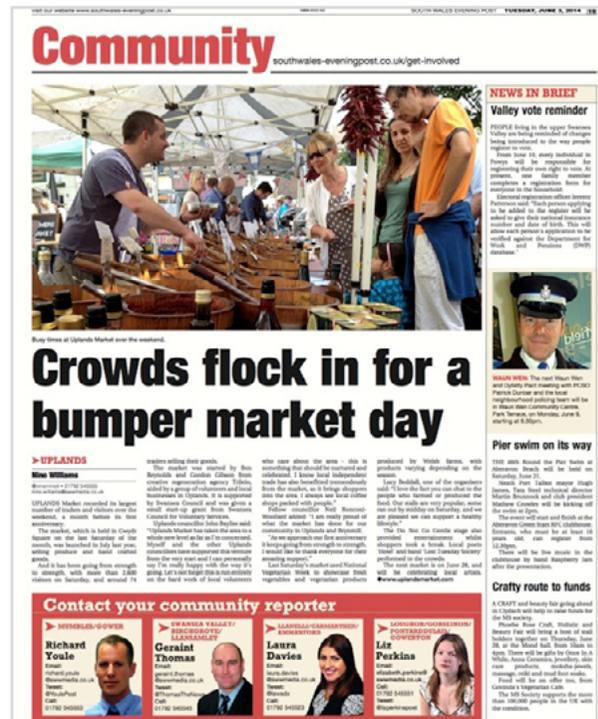


PR

Coverage in local newspapers is increasingly very hard to secure without using advertorial (paid content) marketing, which can be very expensive and often does not justify the expenditure in comparison to the reach (the same spend on social media is likely to secure far more engagement). Circulation is dwindling and cannot be guaranteed to hit your target audience.

However, it can still be very powerful, and securing coverage in 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. Many are under significant pressure and the old tricks for getting PR coverage no longer work. You might well be pushed to take out paid advertisements.



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 – they act as a draw. A feature on a Swansea based street-food trader in the online version of the local news created round the block queues at the next market. Those people visit other stalls whilst they are there, so knock-on effects can be hugely powerful.

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 a plethora of 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, 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, 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.

There is no substitute for individual risk assessment, and this is the most difficult aspect of the guide to provide full detail for, but common risks to consider are outlined below.

Clarity of communication

Have a simple to follow, written risk assessment that all staff on duty must read before starting work. Keep a copy on site. Laminate it or keep it in a plastic folder so that it can't easily disintegrate in wet weather.

Have a designated market manager. If there are other contractors on site, ensure they know who is in charge. Small events are likely not to have multiple layers of responsibility – it is likely to be two tiers of a market manager and stewards/contractors.

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;

Key risks

Fire

- only use gazebos that are fire retardant (supplying them yourself increases confidence of this);
- ensure that traders complete their own fire risk assessment;
- provide power supplies – whether in the form of your own generator from a reputable supplier who will provide the relevant documentation to show it has been safety tested, or, ideally, through provision of a permanent power supply (see separate section). In either case the power should be protected with Residual Current Devices (RCDs) – 'trip switches';
- do not allow traders to bring their own petrol or diesel fuelled generators (battery powered devices may be permissible);
- provide your own power cables designed for outdoor use, which you PAT test annually yourselves – traders will still need to bring their own equipment, and so you should still stipulate that they must be PAT tested. Train staff to not allow anything to be plugged in if it appears damaged (this does not need specialist knowledge – check for simple signs like frayed cables or exposed wiring);
- ensure no overloading of electrical sockets – restrictions on power loading of sockets are not commonly understood. So, ensure staff and/or an on-site tech is trained to understand power loading requirements (it is a simple equation). Traders should be asked to specify in advance whether they require power, what equipment they will be using and what the power draw of each item is to help plan this in advance (create a simple pro forma to accompany your booking form)

- visually check the integrity of hoses from gas bottles to cooking appliances – this does not absolve market traders from checking themselves, but spot checks can help;
- any smell of gas should be immediate cause to investigate – isolate the supply until sure of safety;
- note the location in the market of any gas bottles so if fire breaks out elsewhere you are aware of the key risk points;
- fence off any generators if you have to use them and place them away from stalls; and
- have a clear procedure for what to do if a stall were to catch fire – stalls are likely to be in blocks for wind stability and to guide movement around the site, but that also means that (even with fire retardant materials) a fire could spread from one gazebo to the next. If safe to do so, pulling a gazebo down the chain out to break the path of the fire can help in managing its spread. Ensure you have a fire marshal (this might be the market manager) and that they have received relevant training.

Burning/scalding

Traders cooking also pose a burning/scalding hazard to the public – ensure with a visual check that items that produce heat are set up sensibly and (wherever possible) away from the public (again remember small children when considering layout).

Inclement weather

High wind

Be aware of the wind tolerances of any gazebos both with and without weights on them and/or if they are anchored to fixed anchor points.

Ensure gazebos are weighted and that a supply of extra weights is kept within easy reach should wind speeds increase unexpectedly.

Monitor wind speeds via the Met Office forecasts from a week in advance and up to and including the day of the event (the forecast is usually fairly reliable within 72 hours of the event, before that is often more changeable).

Look at wind gust speeds, not just average wind speeds – average wind speed can often be low but with very high gusts.

Sometimes wind speeds are forecast within tolerances and the experience on the day is very different. In that event have a clear strategy of how to deal with it – you might loosen canvases to allow the canopy to blow off if needs be without taking the heavier frame with it. There are occasional freak wind gusts, but if this is happening frequently, then you will likely need to end the event and manage a safe derig of the site.

It is very hard to judge wind speed on site, but you can keep a laminated copy of the Beaufort Scale, which translates wind speed into observable effects e.g. at a certain speed the tops of trees will be whipping back and forth.

There can be significant variation in the quality of construction of gazebos, so be cautious in allowing traders to bring their own – supplying your own means that you can be confident of their robustness and wind speed ratings.

If A-Boards are permitted these should be removed on windy days.

If wind speeds are going to be within tolerances but gusting, let traders know in advance that they should ensure their stalls are set out in a manner that does not allow lighter objects to easily blow over. Check that this message has been received by circulating on the day – particularly if you have craft traders selling glassware.

Sides for gazebos will act like sails in higher wind conditions – traders will want to put them up in wet weather, which is fine if wind speeds are low, but you should reserve the right to prohibit this in the event of higher wind speeds.

Lightning

Whilst lightning strike is very unlikely it is not impossible – there are varying recommendations, but if forecast, it is best not to proceed.

Heavy rain

Find out whether the area is prone to flooding – monitor flood warnings if so.

If it is not, then heavy rain does not necessarily need to mean events are cancelled – certainly pooling water and any electrical provision need to be monitored for safety with appropriate planning, but people will come out in the rain and it can be low risk.

Snow and ice

Find out if the site is gritted as standard or whether you need to ask for this.

Whilst snow poses a lower hazard, bear in mind that it may be very difficult for either customers or traders to reach you in snowy conditions.

Deliberate harm caused by individuals

Although exceptionally unlikely, the market manager and stewards should have some basic training of what to look out for in terms of suspect packages.

Protecting against vehicle collision with pedestrians either through loss of control by drivers or when there is deliberate intent to cause harm can be very difficult if the event requires a road closure. Water-filled barrels/containers need to be filled by the fire service, and solid concrete roadblocks require heavy machinery to get in place. Neither are likely to be viable within the cost parameters of a small market event.

Consider designing in safety measures if this is a concern (external funding is available), for example sunken bollards that can be raised into place at key entry points, chicanes in the road design, or similar.

Have an evacuation plan in place should there be need to get everyone out quickly – markets are not fenced, meaning egress is possible in multiple directions. The key is to ensure that people are alerted and moved away from any threat swiftly.

BEAUFORT SCALE						
Beaufort number	Wind speed				Description	What it looks like on land
	km/h	mph	kts	m/s		
5	29-38	18-24	16-20	8.0-10.8	Fresh breeze	Branches of a moderate size move. Small trees begin to sway.
6	39-49	25-30	21-26	10.8-13.9	Strong breeze	Large branches in motion. Whistling heard in overhead wires. Umbrella use becomes difficult. Empty plastic garbage cans tip over.
7	50-61	31-38	27-33	13.9-17.2	High wind, Moderate Gale, Near Gale	Whole trees in motion. Effort needed to walk against the wind. Swaying of skyscrapers may be felt, especially by people on upper floors.
8	62-74	39-46	34-40	17.2-20.7	Fresh Gale	Twigs broken from trees. Cars veer on road.
9	75-88	47-54	41-47	20.7-24.5	Strong Gale	Larger branches break off trees, and some small trees blow over. Construction/temporary signs and barricades blow over. Damage to circus tents and canopies.
10	89-102	55-63	48-55	24.5-28.4	Whole Gale/Storm	Trees are broken off or uprooted, saplings bent and deformed, poorly attached asphalt shingles and shingles in poor condition peel off roofs.

https://simple.wikipedia.org/wiki/Beaufort_scale



Deep water

If the market is near to rivers or deep basins, factor that into risk assessments.

Know where the life rings are and try to avoid layouts where there are spaces behind stalls/vehicles that mask the edges of the water. Try to put vehicles/stalls back to back and tape/fence off areas that are not easily seen.

Lost children

Children can easily become separated from a parent in a crowd. Stewards should have basic training in identifying and helping lost children. At larger markets a basic portable public address speaker and microphone is useful for these purposes, whereas at small markets a raised voice is often adequate.

Dogs

Some people will want to visit with their dogs. Even well-trained dogs will sometimes bite if they feel threatened and many will bark loudly at other dogs. It is unlikely you can prevent access of visitors with dogs/dog walkers even if you want to, as the market will be in public space.

Be alert to and have a means of clearing up dog mess if owners do not do this as it poses a public health risk, for children especially, as well as being generally unpleasant.

Slips, trips and falls

The layout of the site should be such that sight lines are not impeded for obstacles (e.g. steps or kerbs) that are otherwise easily seen in ordinary circumstances. If this is unavoidable then consider use of ramps, cones and signage to make these visible.

Plan out the need for cable runs from power sources to stalls crossing public thoroughfares, but if this isn't possible, then minimise the need for these and ensure cable covers are used – even the most low-profile cable covers do themselves present a trip hazard, and so signage and marking is needed. Even then, people often do not pay attention to them, so take particular care to try and design this out.

Remember also that cable covers can make it difficult for wheelchair users and people using mobility scooters to cross, so you may need additional ramps.

Ensure that traders are required to remove any boxes/bags or other materials from public circulation areas and require that they set up within the curtilage of their stalls wherever possible – sometimes this may not be practical, in which case traders need to ensure they manage trip hazards. In any event all materials must be packed away within the curtilage of their stall during the market operating hours.

Stewards need to be trained to monitor this.

The fire service may also wish to comment on site layout, though the optimal layout for commercial purposes will also make the space legible and easy to navigate in the case of an emergency (see layout section).

Occasionally there are accidental spillages of grease or oil – have some means of dealing with this on site. Sand is heavy to port around, but there are detergents that can help to clear hard surfaces. At the least have some portable signage to divert people around it until it can be cleared.

If it is a night market, ensure that there will be adequate lighting if there are steps or changes in level at the site. In urban centres, normally the street lighting is adequate for this, but it may not always be and/or gazebos/vehicles may cast shadows that are not normally there, which need to be compensated for with additional lighting.

Toppling

Gas bottles can be extremely heavy and must be secured so that they cannot topple.

Check for display items that can easily topple with wind or if bumped.

Secure any pop-up stands to gazebo frames with bungee chords or cable ties.

Vehicle movement

Vehicle movement should be prohibited during the operating times of the market. A clear rule should be established that if traders decide to finish trading early (due to selling out of stock or because weather is poor for example) then they must either return at the end to clear up, or they must carry items to their parked vehicles outside the market area.

However, during set up and take down, vehicle movement will be essential – it is not feasible to eliminate vehicle movement from site entirely, not least as some traders trade from converted vehicles or trailers, but also there are large amounts of equipment and stock to carry. Not all traders may have sufficient physical mobility to carry items large distances.

Highways departments often do not want to permit this as it involves vehicles moving on areas normally reserved for pedestrians, so it will need discussion and management (in all instances pedestrians should always have priority over vehicles in these areas).

A 5mph maximum vehicle movement speed with hazard lights on, and additional stewards on duty for larger markets will help to mitigate risks. This may require some temporary coning/signage to alert pedestrians passing through the site and may require 'banksmen' to walk/guide vehicles in/out of the site.

For larger markets some staggering of the times when traders arrive can help, including getting any particularly large vehicles from which people trade, into the site first. Stewards should be trained to look out for and direct traffic during loading/unloading periods.

Insurances

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. There are ways of automating this via a registration site, with automatic upload reminders. Current public liability cover should be a requirement of being permitted to trade.

Trading standards may wish to have sight of insurance certificates – creating shared logins for registration sites or automatic forwarding will reduce administration time.

Consider that some traders will be starting off selling as a hobby – craft sellers particularly for whom it may not be their main job. Whilst individual stallholder public liability insurance is relatively inexpensive, you might consider a policy that will also cover first time traders whilst they test trade.

Terms and conditions

A simple, clear set of terms and conditions should be established and made 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. Whilst that can work, it makes it difficult to establish the required number of gazebos and also increases the likelihood of low turnout on wet weather days.

Taking bookings in advance with an element of non-refundable deposit both helps to reduce changes of 'fair weather' trading, as well as creating greater certainty in terms of numbers and related costs. It does require you to have a bookings system - much can be automated.

Cancellations

Bear in mind that most traders are very small businesses, and they will not have the strength in depth that a bigger business has to help cope with unforeseen eventualities.

So, decide on your cancellations policy - full refund for any cancellation is not always advisable as it promotes fair weather trading. However, some traders may not be able to commit much before a few days or a week in advance as it might be a second job for them.

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

Staffing

Have a market manager

Ensure that it is clear who is in charge on the day - dedicate a marketing manager. Conflicts do arise on site at times between traders or between members of the public occasionally, so the market manager should have some experience or training in low level conflict resolution (serious matters are for the police).

Given their small scale, this is a simple process to establish, but there should clearly be someone in charge as a market manager. This may or may not be a remunerated position, but to establish reliable continuity and to assist with securing some stability of management, a paid position is preferable.

Stewards

Stewarding to support the market manager may be needed for larger markets that attract larger crowd sizes. This need not be large numbers - the SAG or its equivalent can advise on this, but generally markets are relatively low risk activities. Specific activities may increase risk and therefore the need for more formalised security provision e.g. a night market where there is on-sale of alcohol.

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. Differentiate from potential background noise with a clear signal - a repeated set of three blasts on a whistle is unlikely to be mistaken for anything else and similarly a child with a whistle (it happens) is then unlikely to cause a false alarm.

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 – it is useful to ensure the market manager is trained in first aid to help cover this.

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 then they should be trained. If it is not, then an alternative is to discuss with surrounding shops that will be open when the market is open. Do they have first aiders on staff who will be on shift during market hours? Some pharmacies, for example, will have first aid trained staff and may be happy to be a backup second first aider if required.

The busiest and higher risk times are at set-up and take-down and additional staffing may be required at this time, depending on the amount of space available, the number of stalls (which dictates the numbers arriving/leaving in a short period of time) and also how busy the site is normally as a pedestrian thoroughfare.

Manual labour

If you have a contractor to put up and take down gazebos, they will do that for you, but be sure to clarify that this is included in the price. If not, then bear in mind that putting up and taking down gazebos needs physical strength and stamina and this can be a 2 or 3 person job. There will be a peak of activity in set-up/ take-down.

Similarly, putting out/bringing in the road signage can also be physically demanding work.

Human resource management

Creating an independent management body, then, if it is to have paid staff, will require human resource management, which requires a host of legal considerations as well as various policies and procedures and contracts of employment.

Helping small operators with this regulatory element can be part of a local authority's enabling role – this might be as straightforward as signposting to existing business support teams in government.

Market day materials

Aside from the gazebos and the weights required for them, you'll need some other portable materials to help the smooth running of an event, including:

- any relevant temporary signage required;
- a first aid kit and accident book;
- one or more fire extinguishers (traders with fire risk at their stalls should have their own, but it is wise to have a backup) – consider powder and CO2 extinguishers rather than water as the nature of the ignition sources at a market is that they are likely to be oil or electrical fires if they do occur;
- power cables and power distribution board (if relevant and not outsourced to a contractor);
- PA system with sufficient mics, stands and cabling (if relevant and not outsourced to a contractor);
- dustpan and brush and disposable gloves (dog mess can be an issue in public spaces);
- refuse sacks (traders should remove their waste from site, but there is always some leftover rubbish);
- sweeping brush;

- some carboard for broken glass disposal if required or placing over grease/oil spillages;
- relevant PPE spares – 'dustman's' gloves for picking up any sharp / dirty objects, hi-vis vests to help identify stewards and if your staff are required at any point to enter the roadway;
- hand gel/wipes;
- detergent or cleaning fluid for oil/grease spillages;
- paper towels;
- 'bungie' chords for affixing banners;
- cable ties (bungies are more environmentally friendly as they are reusable but are not always feasible) – there are recyclable cable ties on the market;
- scissors for cutting cable ties;
- litter picker (you do not want staff bending down constantly to pick up litter);
- some wooden blocks (off cuts of varying sizes) for traders that may have forgotten or not thought to bring them to level tables on uneven surfaces;
- if you have room, then at least one folding table is useful as frequently at least one trader will often forget to bring theirs;
- one or two folding seats (camping style chairs or folding chairs) if your staff are likely to be on their feet for long periods;
- publicity materials for giving out on the day – leaflets or similar as a frequent question from visitors is 'when is the next market'; and
- whistles for stewards, or potentially walkie talkies if the market sites are large.

Impact and evaluation

Measuring impact

What metrics are used to measure impact will depend on the outcomes you are seeking to achieve, but they will likely 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 - use more than one method.

Most likely, there will be three, perhaps four, simple things you can do:

- a simple questionnaire conducted on street at markets, perhaps with an online version also asking the same things (visitors will have shopping and you don't want to distract from trade, so keep it relatively brief and aim for a sample - you may need to do this over several markets to generate enough responses)
- a survey of in situ local businesses/ organisations - this could be done electronically but response rates are likely to be low without talking to them directly
- a survey of market traders - this can be done electronically, and response rates are likely to be higher, particularly if it can be incentivised (perhaps a small discount on their next pitch fee in return for completing the questionnaire)

- some one-to-one discussions with key stakeholders (market traders themselves, shopkeepers, local politicians, and perhaps one or two members of the public who visit the markets who would be willing to give a little more time)

There is also no substitute for talking to people on market days and your market manager and stewards should have some basic training to encourage them to chat with traders and visitors about their experiences. Whilst that does not necessarily all need documenting, it builds a picture of the market's customers.

Gathering data

Developing the tools for measurement is one thing, but gathering the data is another - the latter is time consuming and therefore costly. There are, however, ways of reducing cost - if you have a further education or higher education institution nearby then the data gathering could be combined with coursework of students gathering data. The institutions will have the necessary processes for health and safety and supervision and can assist in managing that. If there isn't that option, then volunteers can be used.

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.

Be aware of the limitations of anecdotal feedback - both positive and negative. Nevertheless, this kind of 'qualitative' feedback can be very powerful in exemplifying the impacts of your markets in a way that statistics can't capture.





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