

Mission For Markets

A strategy to meet the challenges ahead

- Industry Survey 2015
- Six Major Issues
- The Way Forward

NABMA
the voice of markets



Mission For Markets



www.mission4markets.uk

Who we are:

NABMA the voice of markets

NABMA looks after the interests of market operators. We promote markets on the national stage and provide a wide portfolio of services for our members.

www.nabma.com



The NMTF is the only national trade association for market and street traders, events retailers and mobile caterers, offering protection and support to its members.

www.nmtf.co.uk

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September 2015

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NMTF

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As the newly-elected Chair of the All-Party Parliamentary Markets Group I am delighted to recommend this report to you as a piece of work that I am confident has been thoroughly researched by the two main players in the industry, NABMA and the NMTF.

It would be remiss of me not to thank, on behalf of the industry, my predecessor Ann Coffey for all the hard work she has carried out over a good number of years.

But things move on and I believe that now, more than ever, the markets industry needs to be able to fully flex its collective muscle in an effort to get the Government to see sense on a number of issues contained in this strategic document, not least those of business rate relief, the problem with pedlars and illegal street traders, and the interpretation and imposition of the European Services Directive.

My role as Chair of the APPMG will be to understand the problems of the industry and act as a conduit to engage in a meaningful discussion with the appropriate Government departments.

To that end I believe this publication, and the included Markets Manifesto, will prove to be invaluable.

Whilst it is not short of criticism on certain aspects of how the industry is treated by both national and local government, the document also describes what needs to be done internally, through traders developing new skills and market management improving performance.

Although I am a new Chair I am no stranger to markets, which I believe are vital not only economically but also, in many areas, to meet a great social need.

Over the coming years I look forward to working with the industry's representatives to ensure it has the bright future that it surely deserves.

Jim Fitzpatrick MP
Chair, All-Party Parliamentary Markets Group





Professor Alan Hallsworth (BA, MA, PhD) – visiting researcher at the University of Portsmouth Business School – has a 30-year research record in retailing and the food supply chain.

His 1980s work helped provide the underpinning to national planning policy (the pro-environmental “Sequential Test”) and in 2009 he was invited to address the *National Planning Inspectorate*. Alan contributed to the *Competition Commission Inquiry into Groceries* primarily via Andrew George MP’s “Grocery Market Action Group” (GMAG). For several years GMAG has led a campaign to create an independent adjudicator to oversee the contracts between powerful retailers and weaker suppliers such as farmers. The adjudicator was finally appointed in January, 2013.

In 2009 Alan was appointed a Specialist Adviser to the *All-Party House of Commons Select Committee on Communities and Local Government*.

Alan has held professorial posts at Staffordshire (where he holds the title of Professor *Emeritus*) and Manchester Metropolitan Universities. Whilst at the University of Surrey he wrote a report, with colleague Professor Tim Jackson, on the Sustainability of UK competition policy (for BERR/BiS). He appeared at the House of Commons giving evidence to the *All-Party Parliamentary Small Shops Group* and helped to compile their 2006 study “High Street Britain

2015”. He has researched markets in Canada and Korea, where he advised the Korean Government. He has made national and regional broadcasts on BBC Radio and TV, including the BBC1 *Breakfast* programme and BBC1 *Countryfile*. Alan has spoken at NABMA conferences and regards himself as a friend of NABMA and the NMTF and of the traditional markets sector.

I am delighted to have been asked to write a brief foreword to this important document on the future of our traditional markets.

By way of background, as a lifelong supporter of markets, I became more directly involved a decade ago when, with Cathy (now Professor) Parker and colleagues in Retail Marketing at Manchester Metropolitan University Business School, we helped to bring a pioneering report about the state of retail markets (authored by Nick Rhodes) to a wider audience.

How timely that was.

Within just a few years the House of Commons Select Committee on Communities and Local

Government launched an extremely timely and important Inquiry into Retail Markets – assisted by the All-Party Parliamentary Markets Group. In 2009, with Professor Sophie Watson, I was invited to become one of the two specialist advisers to that inquiry.

To me it is most important to outline these early predecessors to this report because each was a building block to the next and each symbolised an ever-closer working relationship between NABMA and the NMTF.

Quite simply, without what we usually now call the *Rhodes Report*, it is possible that no

grounds would have been found to initiate the profile-raising Select Committee inquiry.

‘It is to the credit of both NABMA and the NMTF that they have jointly recognised the importance of research and that they will benefit from closer co-working.’

The two names I most associate with this are Graham Wilson of NABMA and Joe Harrison of the NMTF and, inevitably when writing of markets research, I am far from alone in wondering how much more might have been achieved had the sector not lost Krys Zasada at a tragically young age.

MARKETS 21

Krys, it will be remembered, brought together the comprehensive, 80-page *Markets 21* report of November 2009, which built on the knowledge accumulated after the select committee inquiry.

Those were troubled times: barely two years on from the September 2007 bail-out of Northern Rock. As many service sector businesses stumbled, one scenario for the markets industry was a decline –



possibly rapid – by 2020.

Krys also called for a system of training for market managers – now in place as NABMA’s Diploma in Market Administration, hosted by Manchester Metropolitan University Business School.

It is encouraging that a number of the problems identified by Krys are being addressed.

So, whilst the ensuing report will focus on the six key topics that will move markets forward into a sustainable long-term future, Markets 21 had already identified some of the main issues.

By page seven it had shown that remarkable turnarounds were possible even for markets in severe difficulty – the example given was Belfast. A key point to note is the (continuing) fact that some two-thirds of markets remain under local authority control. Some do struggle and yet this report will later illustrate yet more case studies of dramatic turnarounds in fortunes at specific markets.

NEW CHAMPION

Often a new champion comes in: perhaps an outside third party – maybe an individual or a group such as a Social Enterprise.

‘What is required is the will to embrace change that will lead to a stronger future.’

In the post-war period, UK retail research has, in my view, become overly obsessed with studies of innovations in shop-based retailing. This despite the fact that markets such as Borough Market in London have been located on the same site for over 1,000 years. Also, many forget that for centuries some long-established markets have received the protection afforded by “Charter” status. Shop-based research also often ignores the fact that in food retailing alone over 60 familiar names – from



Victor Value through Fine Fare to Kwik Save and, more recently Somerfield and Safeway, have closed or been taken over since World War Two.

So, when we occasionally hear of some traditional markets being in decline, we can be sure they are not alone. Like shops, markets can only thrive if they remain at the heart of the community and are not pushed out to side streets. The shop-based research tends, instead, to focus almost exclusively on “successes” and their innovations – such as the superstore, pioneered by ASDA but used by Tesco to gain huge market share.

At time of writing, however, we now learn that

‘Tesco...is finding that shoppers are actually not so keen as they once were to drive to, and shop in bulk at, its largest stores.’

MOTHBALLED

Some “white elephant” stores are now mothballed even before they have opened. Nor are Tesco alone in their write-downs on the value of enormous superstore outlets from which shoppers have “moved on”.

Why mention this? For two reasons.

One is that markets have always been an enduring and viable alternative food supply chain. We absolutely must keep this vital supply chain viable into the future. The food aspect of markets needs an underpinning of wholesale markets – we thus need a national policy to treat them as a whole and not as individual locations that only matter locally.

The second is that there is no single form of “best” market format: so discussing how markets changed in the past is not straightforward. Just think what a short time-frame it took to take the gloss off the dominant superstore format. Indeed, it is worth pursuing the superstore “problem” a little further.

Essentially, vast, expensive investment has been put into “flagship” stores that “make a statement” about the financial capability of the developer. And then...it emerges that the shoppers have, as noted above, moved on. They are shopping in subtly different ways and in subtly different locations and their spending no longer supports the vast cost of the grandiose development.

IMAGINATION

This, with only a little imagination, looks suspiciously similar to the problems now faced by some Victorian market halls. These often grand edifices were built – usually at public expense – to make a statement about the status of the locality that built them. It is unlikely that much thought was given to long-term maintenance costs. It was not the privately-owned superstore but the publicly-owned Victorian market hall that was once the local pride and joy.

Unfortunately, just as with the enormous superstore outlets from which shoppers have so recently moved on, so some of the public has, in many locations, moved on from the market hall. However, whilst a retailer with many stores in many locations can itself move on from a failed location with barely a backward glance (and possibly a tax write-down), the Victorian market hall can remain a locally-rooted, expensive-to-maintain financial liability. Sadly, it has sometimes been the case that

ill-thought-out development has been permitted that itself has led spending away from the long-established civic market.

This is a problem that is hard to ignore at a time when local authority spending is highly-constrained and, some argue, local democracy has been “hollowed out”. Councils no longer run local services from buses to waste disposal – they have oversight of outsourced activities but have little direct spending control.

RESILIENCE

Yet the market hall “problem” – where it exists – also serves to remind us of the resilience of alternative forms of market. The street market is the classic archetype of low-cost flexible space that responds rapidly to changes in demand. Again, the street market changes in the number of stalls and the types of goods offered when, as above, the public starts shopping in subtly different locations and their spending no longer supports all the stalls that once existed. Equally,

a street market can respond with more stalls if spending is booming.

As so often, London is the exemplar for street markets. That said, the informed reader will be all too well aware that street markets in London are regulated under laws specific to street markets. Off-street markets – often in school playgrounds – are also booming in some locations: be that farmers markets or more informal types of selling. Conversely, London’s big fixed locations such as Borough started life as wholesale markets and Borough, run by a Trust, is far from typical. That said, the proactive management of Borough has led to it joining Portobello and Camden as markets that are firmly on the tourist routes.

FOOD

As we shall see, markets are not just about food – but the fruit and vegetable offer in particular helps us make another key point. This is that, on street or off, these are genuine markets as Adam Smith himself would have defined them. By that I mean the market location





hosts several sellers each with broadly the same fruit and vegetable offer. No one can control the market or fix prices that are too high — the stall next door will be cheaper. Studies show that market prices do not fluctuate greatly from week to week and that when they do it is an underlying commodity cost that drives it. Not so at the supermarket/ superstore where “special offers”, own brands, over-packaging and BOGOF-type offers make price comparison difficult.

Not that many people bother with price comparison when they have driven miles to an out-of-town store and the nearest rival is miles further on.

‘Basically, a planning permission for a huge out-of-town store (with that eternally-promised but never checked up on promise of jobs, jobs, jobs) is a planning permission for a local monopoly.’

Food, of course, leads to another new markets success story — fast food: ethnic or fusion “street food”. Such stalls — a relatively recent innovation — are bringing new users to certain markets.

‘Street food naturally thrives in City areas where there are time-pressed office workers on a short lunch break.’

TOURISTS

Another opportunity is where tourists are visiting a “destination” market such as Bury, Lancashire and will welcome the opportunity to buy a snack or a meal. Other traders need to embrace the chance to take whatever “spin-off” trade they can generate.

Much the same can be said of new market entrants such as artisan bakers who again add appeal to traditional markets.

To summarise: markets, like superstores, respond to local trends in shopping in specific locations. However, the market format is extremely varied and hard to generalise about — what is constant is the need to embrace change and to continue to serve the needs of the local shoppers who love their local market.



— Markets Matter

From April to June 2015, NABMA and the NMTF undertook the biggest ever survey of the UK retail markets industry.

Responses were received from more than 300 market operators and 790 businesses trading on more than 1,000 markets and/or market-type events (99 per cent confidence level, five per cent margin of error).

And 347 businesses also completed an extended survey, providing in-depth data about their businesses (95 per cent confidence level, 5.5 per cent margin of error).

Unless otherwise stated, figures in this section are

calculated from data collected in this survey of the retail markets industry.

More information about the survey can be found online at www.mission4markets.uk.

The information on the wholesale markets is taken from the results of the NABMA 2014 Survey of wholesale markets and similar statistics to those recorded in the Markets 21 report in 2009, except in respect of turnover where the figure is reduced from one of £4.1 billion in 2009 to £3.25 billion in 2014.

KEY FACTS

The 2015 study revealed the following headline figures:

- **1,225 retail markets**
- **33,000 market traders**
- **1,000 apprentices employed by market traders**
- **55,000 people employed directly on retail markets**
- **Retail market sector turnover of around £2.5 billion a year**
- **£36.6 million invested to improve retail markets**
- **65 per cent of retail markets run by local authorities**
- **An estimated 30 billion shopping visits to retail markets per year**
- **26 wholesale markets**
- **1,000 wholesale businesses**
- **An estimated 10,000 people directly employed on wholesale markets**
- **Wholesale sector turnover of £3.25 billion a year**
- **A collective markets industry turnover of £5.75 billion a year**

RETAIL MARKETS

The Markets 21 survey in 2009 gave a figure of 1,124 traditional retail markets. The results of the Mission for Markets survey suggest that the figure has increased to 1,226 comprising of 334 indoor markets, 373 street markets, 98 covered markets and 385 outdoor markets. Thirty-five operators described their markets as “other” (combination of indoor/outdoor markets).



Local authorities still dominate the management of retail markets with 796 markets operated by them. In addition 221 are privately operated, 61 operated by social enterprise, 25 are trader operated markets and 123 are a variety of other management models such as joint venture arrangements or limited liability partnerships. Data collected by the NMTF reveals that across the country retail markets have an average occupancy of



around 81 per cent with England performing more badly than other parts with an average of 72 per cent while Scotland and Wales are at 86 and 87 per cent respectively. For England, this figure falls to 46 per cent if you assume that businesses only occupy one pitch each. Effectively, traders are doubling up and spreading out.

It seems that the number of trading days has changed very little in recent years with 94 per cent of market operators indicating that market days remained the same. But the reasons behind this are understood.

It is estimated there are around 30 billion shopping visits to retail markets each year. Of those market operators who returned survey forms, 38 markets have systematic footfall recording systems totalling over 93 million visits each year.

In past years many retail markets have produced an overall surplus on their trading account which, in many local authorities, has been used to finance the general council budget. It appears that fewer local authority markets are able to contribute as significantly, with one in three markets reporting a decrease in stall income and the profitability of the market.

There is an increasing need for investment in markets and as we begin to see some signs of optimism about the future it is encouraging to note that the around 85 per cent of markets reported that in 2014/2015 investment had increased or stayed the same. Information provided through the survey gave details of £36.6 million being spent in the last financial year on retail markets.

Professionalising market management is one of the six issues covered in Mission for Markets and while it is encouraging to note that 75 per cent of markets have maintained the same staffing levels, and a further eight per cent have increased staffing, it is important that all staff are properly trained and motivated.

MARKET TRADERS

There are more than 33,000 market traders in the UK, 55 per cent of whom are members of the NMTF. The NMTF routinely collects data about the number of members on markets visited by their Field Support team. This figure represents visits to more than 850 markets in England, Scotland and Wales.

Over the past 10 years, NMTF membership has decreased by 33 per cent. Over 50 per cent of members leaving the NMTF have ceased trading. Since 2013, the NMTF has actively sought to increase membership from businesses that would traditionally not have joined the organisation.

As of July 2015, the NMTF has 23,000 members, comprising market and street traders, events retailers and mobile caterers. Over 20 per cent of its members now trade solely on a diverse circuit of fairs, festivals and shows that take place from one to four times a year.

The Trader:

- The retail markets sector has a mature age profile. Of the 33,000 market traders in the UK, 70 per cent are over 50 years of age and only 11 per cent are between 20 and 39 years of age.
- Forty-six per cent of the businesses on markets are run by women. According to the Office for National Statistics, in 2014 women made up just under 33 per cent of the self-employed in the UK¹.
- Around 85 per cent of market traders describe their ethnicity as White (English/Welsh/Scottish/Northern Irish/British/Other). Four per cent describe their ethnicity as Asian or Asian British, Black or Black British or from multiple ethnic groups. Eleven per cent preferred not to respond to this question in the survey.

- Fifty per cent of market traders work over 36 hours per week, with less than 33 per cent working for 21 hours or less per week. Forty-five per cent of market traders work over five days per week and 33 per cent work for three days or fewer per week.
- Twenty per cent of market traders have been in business for over 16 years. Sixteen per cent have been trading on markets for fewer than 12 months. Over 50 per cent of the sector is comprised of businesses that have been trading for fewer than five years.



The Markets:

- Over 50 per cent of market traders in the UK trade on daily markets (every day including Sunday) or weekly markets (one to six days per week). And 20 per cent trade on monthly markets and a further 20 per cent trade on market-type events, such as fairs, festivals or shows, which take place from one to four times a year. Just 10 per cent described their trading pattern as "other," giving examples of seasonal market-type events.
- Of those who trade on weekly markets, over 40 per cent trade on markets that operate once a week, whilst 33 per cent trade on markets that operate



either two or three days a week. And 22 per cent trade on markets that operate four to six days per week.

- Markets and market-type events traded on are described as indoor (33 per cent), outdoor (39 per cent), outdoor street (13 per cent), outdoor covered (10 per cent) and other (five per cent).
- The format of over 50 per cent are described by traders as a general market, 13 per cent as fairs, 11 per cent as farmers' markets, 10 per cent as shows and two per cent as exhibitions. And 11 per cent described their market or market-type event as "other," the majority of which cited a festival, licensed street trading pitch or car boot.
- A total of 60 per cent described the commodity mix on their market or market-type event had some element of general retail; 40 per cent had some element of craft; 40 per cent had food; 19 per cent had vintage; and 18 per cent had street food. Thirteen per cent described the commodity mix as "other," giving examples of specialist events such as motor rallies, dog shows and antiques fairs.

The Business:

- Over 75 per cent of businesses within the markets sector are sole traders. Eleven per cent of market traders have formed a limited company and 66 per cent of these have one director. A further 11 per cent work in partnership with another trader.
- There are 25 per cent of traders selling food, which includes hot and chilled foods, bakery, fish, meat and fruit and vegetables. More than 25 per cent sell household goods and 33 per cent sell specialist products and services. The remainder sell clothing and textiles.
- A total of 27 per cent of market traders employ someone on a full-time or part-time basis, creating jobs for 27,500 people. Of these, 63 per cent of the

jobs are part-time. 1,000 apprentices are working for market traders in the UK.

- Market traders sell to shoppers of all ages. Some 25 per cent sell their wares to teenagers aged 16 to 19 whilst over 50 per cent report the average age of their customers included young people aged 20 to 29. More than 66 per cent stated that shoppers aged 30 to 39 and 50 to 59 visited their stall. The most common age of a market shopper is 40 to 49 – 72 per cent of market traders sell to this age group.
- Around 38 per cent of market traders take cashless payments (eg credit or debit cards). For 66 per cent of these traders, less than 30 per cent of their turnover comes from cashless transactions. Common reasons for not taking cashless payments included high set-up fees and running costs plus selling a large quantity of low-cost products.
- Around 55 per cent of market traders in the UK do not have a website. Under 50 per cent of the remaining market traders have a website that is e-commerce enabled and can process orders through it. Around 50 per cent of market traders are on social media, such as Facebook, Twitter and Instagram.
- Over 50 per cent of the goods and/or services provided by market traders in the UK is sourced or produced within 30 miles of where they are sold.

Turnover, Profit and Growth:

- Since *Markets 21*, published in 2009, the retail markets sector has shrunk by £1 billion within five years. The collective turnover of businesses trading on retail markets in the UK is short of £2.5 billion in 2015. This figure is reflective of a slow recovery in the sector.

‘From 2012 to 2014, market traders increased collective turnover by £400 million: £2.1 billion in the financial year 12-13 to £2.3 billion in the financial year 13-14. NABMA and the NMTF forecast the collective turnover of businesses trading on markets to reach £4 billion by 2020.’

- Twenty per cent of market traders in the UK are registered for VAT, over half of whom in the financial year 14-15 were above the VAT threshold £82,000 per year turnover.
- Nearly 66 per cent of market traders do not sell online, with the majority of the remainder stating that online sales only contribute to between 10 to 30 per cent of annual turnover.

- Over 75 per cent of market traders do not generate any turnover from non-market premises, such as a shop on the high street. Of the remainder, the majority state that sales from non-market premises contribute between 10 to 30 per cent of annual turnover.
- For 20 per cent of market traders, gross profit represents 10 to 20 per cent of annual turnover, for nearly 50 per cent of market traders gross profit is 30 to 50 per cent of turnover. Eight per cent state that they make no gross profit at all, whilst five per cent state they make over 90 per cent profit from annual turnover.
- In terms of the expenditure of the average market trader, he or she prioritises spending in the following order: stock, premises/pitch fees, travel, staff, professional fees, energy costs, marketing and promotions, equipment, and finally, business rates.
- For the financial year 15-16, the majority of market traders expect to spend significantly more on stock, premises/pitch fees and travel. It is expected that professional fees, staff, marketing and promotions, and energy costs will amount to roughly the same. It is expected that spend on equipment will decrease and for the market traders who pay business rates (around 25 per cent), that this cost will stay the same.
- Seventy-five per cent of market traders are confident in the longevity of their business, stating an increasing demand for their products, a belief in the quality and value of their products and an ability to quickly adapt to local trends as reasons for their confidence.
- Market traders predict that the following lines will increase significantly in 2015 and 2016: cafés, take-away/hot food, handmade goods, mobile phones and accessories, fruit and vegetables, baked goods and chilled/deli foods.
- Market traders predict the following lines will decrease significantly in 2015 and 2016: fashionwear, footwear, electrical goods, lingerie/nightwear and hosiery, books/magazines and stationery, leather goods and toys and games.



— Consultation with Stakeholders

It was crucial to NABMA and the NMTF that stakeholders within the markets sector were actively engaged with the campaign and shaped the development of this publication. Through a series of consultation events, over 100 market operators and nearly as many market traders took the time to share their knowledge and experiences of working in the sector.

Roadshows were hosted by the operators of markets in Ashton-under-Lyne (Greater Manchester), Bridport (Dorset), Cambridge (Cambridgeshire), Newcastle-under-Lyme (Staffordshire), Southwark (London), and Stockton-On-Tees (County Durham). Two industry conferences were also devoted to the campaign: NABMA's one day conference and the NMTF's Annual General Meeting.

NABMA and the NMTF identified six themes to discuss with the delegates: The Next Generation of Market Trader; New Skills for Market Traders; New Skills for Market Managers; Structural Change to Local Government; Local, National and European Legislation; and Markets and the High Street. The format of each event included presentations, workshops and open debates.

The main objective of the campaign is to inspire and mobilise market traders and market managers to address specific issues in their own localities. The roadshows began this process. As the only national markets industry organisations NABMA and the NMTF continue to advise their members and lobby at national level for support and investment for the sector.



Picture courtesy of Howard Murphy

NEXT GENERATION OF MARKET TRADER

"Gone are the days of a casual list – our markets haven't been at full capacity for years. Traders aren't passing their businesses on to their children any more."

Market Manager,
Stockton-on-Tees Roadshow

"New entrants reach out to customers online. Why would they trade on a general market when they know their customers aren't there?"

Market Manager, London Roadshow

STRUCTURAL CHANGE TO LOCAL GOVERNMENT

"Are local authorities the best organisations to be running large retail operations? We can't take risks with public money or make decisions quickly."

Market Manager, Cambridge Roadshow

"As a local authority we need to review our model of market management. We're tighter on resources than ever before and it may be that the service needs to be outsourced."

Market Manager,
Ashton-under-Lyne Roadshow

NEW SKILLS FOR MARKET TRADERS

"Traders need to diversify in the ways we sell stock. We should offer our core range online and ask customers to visit the market for more goods and better discounts."

Market Trader, NMTF AGM

"It's not helpful there's an 'us vs. them' attitude. Some traders need to take more responsibility for their own businesses and stop knocking the operator for their failures."

Market Manager,
Ashton-under-Lyne Roadshow

LOCAL, NATIONAL AND EUROPEAN LEGISLATION

"Current guidance from the Government about the European Services Directive threatens our ability to control the trade balance on our markets".

Market Manager,
Ashton-under-Lyne Roadshow

"A local authority should have a markets policy and be actively controlling the balance, quality and regularity of markets within its area."

NABMA Officer, NABMA Conference

NEW SKILLS FOR MARKET MANAGERS

"The job has moved on from a regulatory role. Now it has aspects of a business development, marketing and events management."

Market Manager,
Newcastle-under-Lyme Roadshow

"You need to have a thick skin to be a market manager. Some traders can be verbally aggressive – you need good people skills and to be able to negotiate."

Market Manager, Bridport Roadshow

MARKETS AND THE HIGH STREET

"The general market either gets closed or moved when the Christmas Market comes to town. We're never told why we can't trade with the visiting traders."

Market Trader, NMTF AGM

"Market days are the busiest for the whole high street. Shop owners welcome us because of the extra footfall our market bring, some even have a stall."

Market Trader, online submission

– Next Generation of Market Trader

Markets Renewed

RETAIL MARKET DECLINE

“Gone are the days of a casual list – our markets haven’t been at full capacity for years. Traders aren’t passing their businesses on to their children any more.”

Market Manager, Stockton-on-Tees Roadshow

This is the biggest issue facing the traditional retail markets sector in the UK. It is clear to both NABMA and the NMTF that, in a few short years, the retail sector has changed radically and many traditional retail markets have struggled to adapt to the pace.

Supermarkets are kings of convenience. Big brand retailers are beasts on our nation’s high streets. And, in times of austerity, the general public are prioritising convenience, shopping little and often. Our traditional retail markets have been squeezed.

In five years the retail markets sector has shrunk by a third. From 2009 to 2015, £1 billion has been wiped from the ledgers and 12,000 businesses have packed up their stalls and ceased trading. The sector now has a collective turnover of £2.5 billion a year from around 33,000 market traders.

Retail markets are not alone in this decline. Since 2008 UK plc has struggled in the aftermath of one of the deepest and most prolonged recessions in recent history. Tentative signs of a national recovery began in 2014 but many regions continue to feel the impact of the downturn.

The outcome for many retail markets has been to operate under capacity. The average stall occupancy of retail markets in England is 72 per cent. This figure plummets to 46 per cent if you assume that businesses only occupy one pitch each. Effectively, traders are doubling up and spreading out.

But it’s not all doom and gloom. In 2013 the retail sector turned a corner – the Office for National Statistics reported a net gain in independent retailers and the highest number of new entrants for 10 years^{1a}. In 2014 RBS noted that 40 per cent of early age entrepreneurs wanted to start a business in retail².

In the same year, areas of the UK that had experienced major industrial decline were reported by Start Up Britain to have above average numbers of start-ups³. Companies House also noted that the number of firms dropping out of their register fell six per cent from the previous year⁴.

In 2015, Lord Young, the Prime Minister’s adviser on

enterprise, heralded a “golden age” for small business⁵. He emphasised the need for incubation space for start-ups, which includes short-term, flexible lease options and tailored business support in order to accelerate growth.

This is where markets can make an impact. As a platform for trading, the greatest strength of the market format is its flexibility and adaptability. Put simply, markets give customers what they want. If there is demand, markets give traders the opportunity to grow their business.

RETAIL MARKET GROWTH

“New traders need to be well prepared for market trading – investing £50 in stock and sitting behind a stall just won’t work.”

Market Trader, NMTF AGM

There are great examples from all over the UK of traders who have recently started and grown businesses from retail markets. Initiatives such as the NMTF’s First Pitch start-up scheme and NABMA’s Love Your Local Market campaign demonstrate this.

Since 2012, through NABMA’s annual Love Your Local Market campaign, 10,000 pitches have been pledged to new traders at discounted rates to test out their business ideas. Over 1,200 markets took part in 2015 and the message of LYLM made more than 60 million imprints in social media.

In 2013, the NMTF’s national start-up scheme, First Pitch, received more than 350 applications for 100 pitches on markets all over the UK. After receiving a business support package that included discounted rent and mentoring 33 per cent are still trading on markets or market-type events.

Both initiatives were successful in securing £50,000 each from external backers. For NABMA, this was the UK Government, and for the NMTF the RBS Group. Unfortunately the continuation of the two schemes is now in jeopardy as the funding was awarded on a short-term basis.

FIRST PITCH



But for many market operators the experience of engaging with the initiatives has encouraged them to consider creating their own schemes aimed at supporting entrepreneurs and developing talent in their communities. Operators must move quickly to deliver these schemes.

For many local authority market officers the delivery of schemes will include working with a suite of departments and external agencies, especially in relation to access to financial support and peer-to-peer mentoring. This goes further than a regulatory model of market management.

The benefits of running start-up schemes is evident but without active management and a strategy for the markets the retention rate of new entrants will be low. NABMA and the NMTF agree – it's not the role of an operator to train a trader but to provide a platform for small businesses to thrive.

SPECIALIST MARKET BOOM

“Young people are entering the sector, but they're just not trading on traditional markets – they're on festivals, fairs and shows.”

Field Support Officer, NMTF AGM

In the 2015 survey, respondents identified hot and cold food and drink, baked goods, handmade crafts, fruit and vegetables and mobile phone accessories to be the most successful product lines. These new trends have fuelled the growth in temporary specialist markets.

The rise of the street food sector epitomises this – these are markets operated by private companies and community groups that are run as events, including cultural attractions such as art, theatre and music. It is common for these events to be at weekends and in the evenings.

These events also trade in social and cultural capital and have quickly become popular with a younger demographic. An article in *The Telegraph* newspaper cited mobile catering as one of the best businesses to start in 2014, alongside microbreweries and Victorian-themed businesses⁶.

Festivals and shows are also on the up, increasing in size and frequency all over the UK. These are spectacular markets that confidently deliver an experience to huge crowds with waiting lists of traders jostling for a pitch. More festivals are even taking place out of the traditional season.

CASE STUDY: Shelley Dixon, Daisy Daze, Fleetwood Market



Shelley, 24, from Blackpool, Lancashire, was a nursery nurse before she entered a start-up scheme in 2013 at Fleetwood Market to launch her “shabby chic” gifts and home furnishings business, Daisy Daze.

“Before Daisy Daze began I had no experience of

market trading whatsoever, but First Pitch has helped my business go from strength to strength. The advice from my mentor and support from the market manager has been extremely valuable.”

After 12 months of trading at Fleetwood Market, Shelley had doubled the size of Daisy Daze, was helping her dad run a DIY stall and was heavily involved with the market's traders' association.

In 2015, Shelley left Fleetwood Market to open a shop on Coronation Street in Blackpool, also attending craft fairs and country shows during the summer months.

Shelley strongly believes skills crafted on Fleetwood Market have prepared her for running a shop. More information about Shelley and Daisy Daze can be found at <http://bit.ly/M4Mnxg1>

CASE STUDY: Sean Clarke, Beer Central, Sheffield Moor Market



Sean Clarke, 48, and Deborah Jackson, 42, from Rotherham, South Yorkshire, left careers in teaching and tourism to launch a specialist beers business on Sheffield's Moor Market in 2013, Beer Central.

Sean and Deborah sold their house to finance the start-up and were supported by subsidised

rent in the new market for the first year of trading.

“We enjoy being on the market because it's convenient for the public to get to and we enjoy the market atmosphere and the relationship with other traders.

The capital outlay isn't massive for a market business.”

Sean and Deborah pride themselves on delivering an exceptionally high level of customer service. Through social media they are developing a nationwide reputation and sell products all over the UK.

As well as supplying specialist beers, they also sell mini kegs, beer glasses and merchandise such as t-shirts and real ale guides. More information about Beer Central can be found at <http://bit.ly/M4Mnxg2>



But with market-type events such as fairs, festivals and shows comes a new set of rules for trading. Traders report escalating pitch fees, poor pitch locations and endless paperwork. The introduction of cashless payment systems is also causing concern within the sector.

Yet, on the positive side, traders on these events report massive returns. Businesses trading on large festivals can turn over tens of thousands of pounds. Circuits are established, reputations are built and backed up by an online presence in which repeat custom is made through e-commerce.

"New entrants reach out to customers online. Why would they trade on a general market when they know their customers aren't there?"

Market Manager, London Roadshow

Traders on these market-type events are digital natives. They promote themselves on Twitter, Facebook and Instagram. They take bookings for events through interactive websites and accept cashless payments from their stall. They develop communities of customers.

NABMA and the NMTF agree that the retail markets sector needs to up its game on the digital offer. Within the sector 38 per cent of market traders accept cashless payments (eg credit or debit cards) but for 66 per cent of these businesses less than 30 per cent of goods are paid for by this method.

The benefits of market operators running specialist, temporary markets or reshaping retail markets to incorporate an element of these lines is clear in the short-term. It is stressed that change must be managed sensitively and appropriately within a retail market's unique context.

The next generation of market traders are here, they're entering the industry and searching for opportunities to reach their customers and to make money. Retail markets must act to engage these entrepreneurs in order for the sector to begin to renew.

CASE STUDY: Louise Maddy, Avocado Café, London's Maltby Street Market



Louise Maddy, 29, from Beckenham, Kent, worked in finance in the City of London before starting her chilled food business, The Avocado Café.

Testing the business idea on a group of friends and family, Louise decided to keep the range small and target customers at speciality food, artisan and farmers' markets.

Louise completed the NMTF's First Pitch start-up scheme in 2014, bagging the top prize of £2,000 which was invested into her business (part of which went to buy a bigger blender!)

"A lot has changed for The Avocado Café since winning First Pitch. We've taken on more markets, refined the product range and taken on a unit so we can meet demand."

The Avocado Café pops up on markets in Cardinal Place, Victoria, and Maltby Street, Bermondsey.

More information about Louise can be found at <http://bit.ly/M4Mnxg3>

CASE STUDY: William Sullivan, Boca Empanadas, London's Tachbrook St Market



William Sullivan, 32, from Islington, London, was an accountant before travelling around Latin America inspired him to start mobile catering business, Boca Empanadas.

Initially, William wanted to open a café in fixed premises but was put off by the outlay needed to rent and fit out a property. Will heard about the NMTF's

First Pitch scheme online and applied.

"I've received encouragement and suggestions to make Boca better, relieving some of the stress I would have had if I was on my own."

Through the First Pitch scheme William received discounted rent on Tachbrook Street Market, free membership of the NMTF and mentoring from a retail expert based in his local area.

Boca is now well-established on Tachbrook Street Market and Will has started to pop up at various street food events across London. More information can be found at <http://bit.ly/M4Mnxg4>

– New Skills for Market Traders

Business Support

'US' VERSUS 'THEM'

"It's not helpful there's an 'us vs. them' attitude. Some traders need to take more responsibility for their own businesses and stop knocking the operator for their failures."

Market Manager, Ashton-under-Lyne Roadshow

It is clear to both NABMA and the NMTF that, in a few short years, seismic change within the retail industry in the UK has shaken the foundations of the traditional retail market sector. It has struggled with the pace and now many markets must adapt to this change or they will disappear.

Since 2009, the sector has shrunk by a third, collective turnover has reduced by £1 billion and 12,000 businesses have packed up their stalls and ceased trading. The sector now has a collective turnover of £2.5 billion a year from around 33,000 market traders.

The sector provides employment for 55,000 people, a reduction of 40 per cent from 2009. Of the 22,000 staff employed to work on stalls run by market traders, over 60 per cent of these jobs are part-time. Around 1,000 apprentices are employed by market traders.

NABMA and the NMTF recognise this decline as a period of renewal. There are new entrants on both sides.

Figures reveal that 20 per cent of NMTF members trade solely on market-type events, such as festivals, fairs and shows. Half its membership has been in business for under four years.

Standout capital investments by some local authorities have taken place within a landscape of huge cuts to their coffers by national government.

As discretionary services, officers responsible for markets are now under more pressure than ever to get more bang for the taxpayers' buck.

The role of the market officer has evolved. They are no longer the custodian of the market square, regulating the exchanges between buyers and sellers. They are retail managers and place makers, actively shaping the market for the benefit of the communities they serve.

Market trading has evolved also. To be able to compete, businesses on traditional retail markets are becoming multi-channel retailers – selling through websites, promoting through social media, wholesaling to the high street, and trading on more market-type events.

A thriving community is epitomised by a thriving market. NABMA and the NMTF are challenging the

sector to grasp the nettle. There is a need for increased cooperation and collaboration between market traders and operators to make their markets thrive.

Only by working together can the industry move forward and begin to renew. Put simply, the traditional roles have changed. Gone are the days of the "Toby" and the "Del Boy", now is the age of the business development manager and the entrepreneur.

GUIDING ENTREPRENEURS

"Why are some traders competing with Poundland? They need to move past the model that cheap prices equal good value and offer something different and unique."

Market Trader, NMTF AGM

There are great examples of initiatives all over the UK that have supported experienced market traders to refresh old skills and learn new ones. In 2011, the NMTF launched "400 Ways to Improve Your Sales," a hard copy reference guide sold at subsidised rates to members.

Not teaching market traders to suck eggs, the guide demonstrates how, often with very little effort and expense, a stall can be transformed to attract more customers and make more sales. But despite some successes take-up of the reference guide has been low.

A recognised barrier is that many seasoned market traders are resistant to change, some even aggressive towards it. Poor attitudes towards self-development, cooperation and customer service hold many markets back from attracting and retaining new shoppers.

There are many organisations in the UK that exist to support micro and small business. Offering advice and guidance to members is an integral part of the NMTF's membership. Proactive local authority operators leverage advice services from other departments of the council.

The most influential support comes from the market traders themselves. Trading on markets is being part of



a community of independent retailers. Forming collectives, such as trade associations, develops a network that traders draw on for advice and guidance.

Formal schemes have commonly focused on training in basic business skills to people considering entering self-employment. More market operators are engaging with colleges and universities to develop incubator and accelerator programmes, but results across the UK are mixed.

Training providers are beginning to target markets with tailored packages of business support, predominantly focused on customer service, merchandising and digital marketing skills. Usually successful providers are based in the local area and able to deliver one-on-one.

A huge barrier is securing funding for training and business support services. Market operators are struggling to engage with Local Enterprise Partnerships. NABMA and the NMTF agree – greater efforts need to be made to connect markets with the national skills agenda

CASE STUDY: Julian Knops, Curios and Oddities, Bath's Green Park Station Market



Julian, 57, from Bath, Somerset, left a career as an estate agent at the age of 50 and began selling antique kitchenware on Bath's Green Park Station Market in 2011 as a hobby.

After joining the NMTF he bought a copy of the NMTF's business support guide, "400 Ways to Improve Your Sales." He was doubtful about how

much he could learn from guides — after all, you just place the goods on the table, right?

"The guide has completely changed my approach for the better and I am only a third of the way through. When I was thinking about buying it, I thought it might be a bit lightweight but it is a really excellent, practical programme which is easy to implement and makes a real difference."

After implementing some simple signage, layout and customer service techniques, immediately Julian began attracting more customers to his stall. He reported increased sales within a couple of weeks.

"400 Ways to Improve Your Sales" was developed in partnership with The Retail Group. For members of the NMTF the guide costs £25.

More information can be found at <http://bit.ly/M4Mnsm1>

CASE STUDY: Keeley Flint, How to Start a Market Stall



Keeley, 41, from Chesterfield, Derbyshire, runs ladies fashion business, Kiss Me Collection, trading on markets in Barnsley, Chesterfield and Mansfield. She also runs masterclasses in market trading.

Inspired by mentoring new traders on the NMTF's

First Pitch scheme, Keeley established a social enterprise and secured funding from Social Incubator North to deliver a programme of training to new traders.

"Being in the market is oxygen to me. You can start a business with a small budget and there's a market out there for everyone. To make a success of it you need to be unique, do your research and above all be passionate about what you sell — a positive attitude sells itself on the markets."

Keeley has been integral to the relaunch of the market in Bolsover, Derbyshire. She provided free master-classes to 12 people considering self-employment and supported them to start a business on the market.

Keeley aims to support 1,000 people to start up in business on markets in South Yorkshire and the East Midlands before 2018.

More information about How to Start a Market Stall can be found at <http://bit.ly/M4Mnsm2>

MULTI-CHANNEL RETAILING

"Traders need to diversify in the ways we sell stock. We should offer our core range online and ask customers to visit the market for more goods and better discounts."

Market Trader, NMTF AGM

Britons are the biggest online shoppers in the developed world with almost 75 per cent of adults using the internet to buy goods and services. Younger age groups regularly shop online but adoption by mature age groups is rising much faster than expected⁷.

And 32 per cent of UK consumers make purchases on smartphones — the highest percentage in Europe⁸.

More than 40 per cent of online adults are multi-device users⁹. Since 2010 sales made through mobiles have increased year on year and smartphones are still considered the "go-to" device¹⁰.

But 55 per cent of market traders do not have a website. Under half of those who do have a website use it for more than promotional purposes and process sales

through it. It is clear to NABMA and the NMTF that the traditional retail market sector is not taking advantage of online channels.

In 2015 75 per cent of all UK retail sales were made

CASE STUDY: Andy and Wendy Dillon, #brownies, based in Sheffield



Andy, 42, and Wendy Dillon, 45, from Sheffield, South Yorkshire, run #brownies ("hash brownies"). The couple named their business with digital channels in mind — an

online presence is integral to their retailing model.

"We knew the people we wanted to target were active on social media. Our customers are teenagers, young people and professionals — they have smartphones, tablets and spend a lot of time on the internet."

"Markets give customers an opportunity to meet the faces behind #brownies. They are also perfect places to meet potential outlets too, we often say instead of a new business meeting — come see us on the market!"

The couple sell their award-winning tasty treats on farmers and artisan markets across Yorkshire, notably in Sheffield and Leeds, and have been invited to stand a pitch at the Wilmslow Artisan Market in Cheshire.

"Think of it like a text message, everyone's got time to text — so there's always time to tweet." More information about Andy, Wendy and #brownies can be found online at <http://bit.ly/M4Mnsm3>

by cards. There has been a 331 per cent rise in contactless behind an increasing shift from cash to cards for low value payments¹¹. In 2014 UK consumers spent £19,000 every second using their cards¹².

More than one in 10 transactions were made online. The average value of an online transaction was more than double face to face transactions (£95.22 to £41.84, respectively). Over £380 million is now spent on the internet every day, showing how significant cards are for online retail¹³.

Younger people are much more familiar with debit cards and use them with a higher frequency. These new consumers are also likely to embrace new card technologies such as contactless and mobile payments, increasing overall debit card payment volumes¹³.

"The game has changed, shoppers have changed. Older customers still come to the market for a bargain but young people don't bother — they haven't got the time."

Market Trader, Stockton-on-Tees Roadshow

We know that 38 per cent of market traders take cashless payments (eg credit or debit cards). For 66 per cent of these traders, these account for less than 30 per cent of payments at the stall. For those who did not take card, barriers included high set-up fees and running costs.

The traditional retail market sector will fall further behind if it does not embrace technology. The future of the retail industry in the UK is digital. Businesses that fail to adapt to this model of retailing, market traders and operators who cannot adopt new practices — they risk disappearing.

The challenge for the sector is to make this happen. As community spaces, markets are cherished for their individuality and uniqueness. The sector must work to translate this offer into the digital world to connect with the next generation of market trader and market shopper.

CASE STUDY: Karen Florey, The Running Chicken, based in Reading



Karen, 56, from Reading in Berkshire, runs The Running Chicken, a fabric and textiles business trading on shows all over the UK. She also offers a long arm quilting service and sells a diverse range of products online.

"Because I have invested in a mobile card terminal, people take me and my business more seriously. I am able to take payments easily, it has been an asset to my business. Card payments are essential at the shows we attend. We just couldn't make the same sort of income as we do now without the mobile card terminal."

Using the mobile card terminal has freed up time for Karen as she no longer has to make numerous trips to the bank to pay in her takings and cash cheques. Being able to pay by card also gives her customers peace of mind.

After taking a card payment the money is usually in Karen's bank a maximum of three days later. She says the terminal is easy to use, straightforward and it makes her

accounting a lot easier to do.

More information about Karen and The Running Chicken can be found online at <http://bit.ly/M4Mnsm4>

— New Skills for Market Managers

Place Making

FROM CUSTODIANS TO CURATORS

“The job has moved on from a regulatory role. Now it has aspects of a business development, marketing and events management.”

Market Manager, Newcastle-under-Lyme Roadshow

There are 1,225 retail markets in the UK made up of 334 indoor markets, 373 street markets, 98 covered markets and 385 outdoor markets. Sixty-five per cent of the sector is in public ownership with 796 markets run by local government (predominantly principal authorities).

This is because the power to control the buying and selling of goods was once controlled by rich landowners, the rights to which were subsequently bought by councils. Many have adopted legislation which enabled them to establish markets within their areas.

These powers grant local authorities the right to operate markets and control the franchise of markets (including market-type events, eg fairs and festivals) within their jurisdictions, although there are some landowners who continue to enjoy the privileges.

Others also run markets, including commercial companies, community interest groups, schools, colleges and enterprising individuals. There has been a surge in the number of non-public markets over the past five years and NABMA and the NMTF expect this trend to continue.

During times of economic recession it is common for traditional retail markets to receive a boost. In the eighties and nineties, some market operators had a constant queue of casual traders turning up to trade on their markets. The role of the market manager was focused on regulation.

Fast forward to 2015 and the retail industry has experienced seismic change. Ninety-four per cent of the UK population has access to at least three brands of supermarket within 15 minutes of home¹⁴. One pound in every seven is spent at Tesco¹⁵. Discounters, such as Aldi, are eroding the Big Four¹⁶.

Internet retail has sustained a year-on-year growth since 2008. Average weekly spending online in May 2015 was £791.3 million and accounted for 12 per cent of all retail spending¹⁷. Led by an increase in smart-phone use, experts forecast this will increase to 21.5 per cent by 2018¹⁸.

Retail markets are not the only ones struggling to compete. Since 2008 footfall across town centres has

declined year on year and many continue to suffer with high vacancy rates. High streets are being encouraged to look “beyond retail”¹⁹.

Traditionally markets have been a cash cow for many local authorities with profits syphoned off to bolster other services. But for 66 per cent of retail markets in the UK, the profitability of the markets service has either decreased or stayed the same since 2014.

The retail markets sector is facing a period of renewal and it is clear that the traditional roles have changed. Working with and alongside market traders, NABMA and the NMTF are advocating that market officers move beyond custodianship to become curators of a market place.

NUTS AND BOLTS

“To run a markets service, you have to have a team with a diverse range of skills: accountancy, health and safety, business management, human resources – to name just a few.”

Market Manager, Cambridge Roadshow

Markets occupy varying positions within the portfolio of services provided by local authorities. Due to the squeeze on local government since 2008, many experienced market managers have left the sector. New entrants are increasingly being repositioned from other council departments.

Officers therefore have diverse backgrounds and varying knowledge about market operations. It is common to have a division within a team between officers who are desk-based, often senior managers, and officers who are market-based, such as junior officers and rent collectors.

In-house training is crucial to developing confidence, competence and skills. Consultation with the sector revealed that officers develop personal networks across markets authorities for support and guidance on a range of issues. Some are beginning to formalise these networks.

A priority for NABMA is to provide training opportunities to professionalise market managers. Since 2011 more than 70 market officers have undertaken the Diploma in Market Administration (DMA), which provides an introduction to the skills needed to be a successful market officer.

Courses recommended by those working within the sector include those run by the Institution of Occupational Health and Safety, the Chartered Institute of Environmental Health, the British Institute of Facilities Management and the Chartered Institute of Personnel and Development.

CASE STUDY: Joleen McColgan, Market Manager, Armagh City Banbridge and Craigavon Borough Council



Joleen has run markets in Armagh, County Armagh, for two years. She completed the Diploma in Markets Administration in 2014 and was recognised by NABMA for outstanding achievement.

"I found the diploma very useful, particularly the sections on market law. It was great to be able to network and share experiences with other market managers across the UK."

"I would advise new people entering market management to never be afraid to ask for help. It's important to stay on top of changes to legislation that could affect the traders and the market."

Working for a local authority, Joleen also took advantage of training in diplomacy, negotiation and customer service. All of which have been valuable to her role as a market manager.

More information about Joleen, markets in Armagh and the Diploma in Market Administration can be found at <http://bit.ly/M4Mnso1>

"You need to have a thick skin to be a market manager. Some traders can be verbally aggressive – you need good people skills and to be able to negotiate."

Market Manager, Bridport Roadshow

Formal qualifications aside, it is integral that market officers are able to develop business-to-business relationships with market traders. To manage a retail market is to work with a group of independent businesses who depend on that market for their livelihoods. Honesty and fairness is key.

Despite all of this, it is arguable that retail markets in the UK lack a firm direction. The majority of operators struggle to measure economic performance to be able to demonstrate the value of their markets. Many do not have a business plan or policies in place to manage the balance of trade.

Operational skills are the nuts and bolts of market management but NABMA and the NMTF recognise that for retail markets to prosper, market operators need to be able to confidently deliver a markets service to the 21st century customer.

TWENTY-FIRST CENTURY MARKETS

"Our market has a website but it only has one line about each trader. It would be great if it had areas for traders that we could update regularly ourselves."

Market Trader, website submission

There are great examples of retail markets all over the UK that provide an offer that connects with the needs of the diverse communities they serve. But it is notable that innovation within the sector is largely led by private companies and community groups and not by local authorities.



CASE STUDY: Steven Hadfield, Tameside Metropolitan Borough Council

Steven has worked within the markets service at Tameside Council for more than 10 years. He is a strong advocate for sharing knowledge and experience with other officers in the sector.

"For around two to three years I would travel to different markets and work shadow. I used this time as an opportunity to find out how other markets run and to build a support network around me."

Steven has concerns for new people entering the sector. The skills required to be a successful market officer are diverse and he believes it is tricky to know where to start.

"I believe there is a need for training specific to market officers to be available all year round. There should be a free online archive of material to help develop an industry standard."

NABMA run a Buddy Scheme for market officers. More information about Steven, markets in Tameside and the Buddy Scheme can be found at <http://bit.ly/M4Mnso2>



Because of the ability to run the market as a business without the baggage of bureaucracy, which many officers from local authorities frequently claim clips their wings, these are markets run as events, quickly able to improve and expand their offer to cater for a targeted customer base.

These non-public operators curate market experiences that include cultural attractions, such as art, theatre and music. Markets are crafted into brands in which customers are guaranteed an experience aligned to their lifestyle choices. The rise of the street food market epitomises this.

Like officers within local authorities, professional backgrounds are diverse. A key point of difference is a marketing-led approach to market management, which starts with a vision about how a market can satisfy a specific need within a community and translates into operation of the market.

But local authorities are leading the way with regards to capital investment in market infrastructure. Stand-out investments since 2009 include markets in Blackburn (Lancashire), Bolton (Greater Manchester), Leicester (Leicestershire), Sheffield (South Yorkshire) and York (North Yorkshire).

In addition, local authorities are increasing the number of specialist markets and market-type events they run, such as craft fairs and food festivals. Not only are these good revenue earners but they provide platforms to introduce new businesses to traditional retail markets.

CASE STUDY: Clare Roberts, Manchester City Council



Clare is a manager within the speciality markets division of Manchester Markets. She has six years' experience in markets and before entering the sector had a career in high street retail.

"When working in markets you need to have some vision. Unless you know the identity of the market it will be difficult to sell it to the public. A

market must relate to what's around it."

Clare also offers advice and guidance to new entrants on Manchester's markets, especially with regards to new product development, merchandising and customer service.

"Both traders and operators have a part to play in the success of the market. And as traders are paying the money to stand, I think they deserve our time and our support."

Within the speciality division of Manchester Markets, Clare and the team delivers craft, street food, youth and Christmas markets.

More information can be found at <http://bit.ly/M4Mnso3>

CASE STUDY: Broadway Market Traders and Residents Association CIC



Broadway Market has breathed new life into an East End area and established itself as a mecca for fans of fine food, craft and fashion. Every Saturday it has 170 stalls filling the street.

Alistair Maddox, who runs the market on behalf of the Broadway Market Traders and Residents Association CIC, said residents got together to rejuvenate the ailing market in 2004.

"The market is all about the community. The CIC run it and the profits go back into the local community. We support local charities and good causes including the local hospice."

Volunteers run the CIC's own stall and community projects are encouraged to stand on the market. The local school has even got involved, offering pitches for 45 additional traders on the schoolyard.

"It is helping local people start businesses and the additional profits have gone to the school to improve facilities."

More information can be found online at <http://bit.ly/M4Mnso4>

New entrants into the sector promote themselves on social media and accept cashless payments from their stall. And although most markets have an online presence, their main purpose is to provide information rather than to engage in conversation.

The sector must embrace technology and work to translate the identity of the markets into the digital world to connect with the next generation of market shopper, not only to sustain retail markets in the short-term but to enable them to flourish in the future (eg online registration, application and payment of rent; websites traders can contribute to; regular communications with traders via email and social media).

Proactive market officers are also business development managers. By offering advice and guidance to market traders, including some home truths, officers build partnerships with traders and ensure the well-being and profitability of their market. This takes us beyond regulation.

During this period of renewal, NABMA and the NMTF are challenging operators to evaluate the way they are running their markets, to audit the skills within their teams and to re-visit the propositions of the markets they curate. Have a vision and be ambitious.

– Structural Change to Local Government

WHO SHOULD RUN MARKETS?

“Are local authorities the best organisations to be running large retail operations? We can’t take risks with public money or make decisions quickly.”

Market Manager, Cambridge Roadshow

Local authorities are still the main provider of markets. In 2009 the Markets 21 survey reported that around 68 per cent of markets were operated by local authorities. There has been no significant change in this figure. But the changing nature of local government, coupled with the stringent financial conditions that many local authorities have experienced in recent years, prompt serious questions about the continuing role of local authorities.

Currently we have 16 elected Mayors, but the Government wants to go further and establish Combined Authorities and Regional Mayors, particularly in what is now described as the “Northern Powerhouse”.

The initial reaction has been mixed but if the Government’s proposals are fully implemented it will lead to a centralisation of services and the possibility of Combined Authorities taking on the role of markets in a strategic context.

Earlier this year the Cross River Partnership published “Sustainable Urban Markets” setting out an Action Plan for London. Among a wide cross section of recommendations was a proposal to establish a London Markets Board bringing markets across the capital together.

GUIDANCE AVAILABLE

“As a local authority we need to review our model of market management. We’re tighter on resources than ever before and it may be that the service needs to be outsourced.”

Market Manager, Ashton-under-Lyne Roadshow

Following the publication of Markets 21 NABMA and the NMTF worked with the Government on various guidance to assist in implementing the recommendations of the Communities and Local Government Select Committee Report on Markets. One of the results of this partnership working was the publication of guidance on market management models. A copy of the guidance can be accessed at <http://bit.ly/M4Msch5> and it remains as relevant today.

The starting point of the guidance is that “it is good

CASE STUDY: Proposed London Markets Board



Currently London markets come together under the Association of London Markets and the London Markets Bench Marking Group but, following the publication earlier this year of “Sustainable Urban Markets”, there is a prospect of a London Markets Board before the end of 2016. If this comes about we

might have a precedent for other parts of the country where Regional Mayors and Combined Authorities are scheduled to be part of the local government structure in 2017 and beyond.

More information can be found online at <http://bit.ly/M4Msch1>

practice for any business to regularly review the effectiveness and efficiency of its operation”.

The guidance goes on to describe a number of situations in which local authorities have changed the management model of its markets to provide a greater opportunity for future success.

Sadly not enough local authorities have responded to the advice. There is little evidence to suggest that there is a significant number of local authorities looking at the overall delivery of their markets service and assessing whether the current model is the most appropriate for their market.

It is right to acknowledge that there are still many outstanding local authority markets. NABMA’s Great British Market Awards illustrate this fact every year and these markets contribute in many ways to the success of places they serve. But in many local authorities there is a willingness to let markets gradually die rather than undertake a thorough assessment of whether a changed management model will give a market a chance of a future life.

Where there has been an appetite for change coupled with a willingness to take markets seriously then recent years have seen some outstanding successes.

In Stratford-upon-Avon a tendering process led to the creation of a local authority/private market operator partnership underpinned by a Markets Forum that includes representation from all relevant stakeholders.

Stratford is not unique in terms of a two-tier system of local government and, given the strong community focus attached to markets, more District and Unitary Councils are urged to follow the example of Stratford and seek to work in partnership with their Parish and Community Councils to provide a market service.

More Parish and Community Councils are taking on a more significant role in delivering services and voluntary co-operation between the two tiers of local government is to be encouraged.

But voluntary co-operation is not always necessary. Following the introduction of the Localism Act 2011 there is an opportunity for Parish Councils and local community groups to express an interest in taking over the running of a local authority service. The act covers markets.

The provisions of the legislation provide for what is called a “community challenge” and, where such challenge is made, the local authority must consider and respond to the challenge. Where it accepts the challenge the local authority must run a procurement exercise for the service involved.

While it appears that there have only been a limited number of successful community challenges, one of them concerns a market service previously operated by East Herts District Council.

In 2013 Bishop’s Stortford Town Council submitted a community challenge to East Herts Council regarding the running of the Bishop’s Stortford market. This

resulted in a procurement exercise and in December 2014 the Town Council was notified that it had been successful. The Town Council was due to take over the market in 2015 and it will be interesting to see how they progress.

In recent years, despite the financial challenges facing many local authorities, we have seen additional investment in markets. In a number of places this investment has been coupled with the introduction of a new management model.

Harborough District Council invested almost £500,000 in major refurbishment of Market Harborough market.

Trader operated markets are worth serious consideration. The NMTF provides excellent guidance and support on the action that traders need to take if considering a management role.

There are a number of other markets where there is a real prospect of traders taking on management responsibility. In the majority of cases the markets are comparatively small but the trend appears to be changing. Currently negotiations are at an advanced stage in Dudley where, following a multi-million pound redevelopment of the town centre, including the market, there is a prospect of the traders, having formed themselves into a limited liability company, taking over the responsibility for the running of the market later in the year.

Each year NABMA undertakes a survey of retail markets and one of the significant developments in recent years has been the growth of markets organised by social enterprise and community groups. Many of the markets organised by social enterprise and community groups offer excellent examples of how markets should be run.

CASE STUDY: Stratford-upon-Avon



Many markets are looking at new management structures and in Stratford-upon-Avon the two local authorities, the District and Town Councils, have entered into a partnership with a private operator.

What is important about this partnership is that each party plays a significant role in delivering the markets.

The District and Town Councils have responsibility for the overall market offer, the day-to-day monitoring and the strategic review through a Market Forum while the private operator provides the professional markets offer.

More information can be found online at <http://bit.ly/M4Msch2>

CASE STUDY: Market Harborough



When Harborough District Council announced it was considering moving the market and using the building as a replacement for its ageing civic building, traders feared the writing was on the wall.

But they hadn't appreciated how much the public valued Market Harborough Market, which dates back to a charter granted in 1204.

Following a campaign, which mustered a petition signed by hundreds, along with plenty of media coverage, the battle was won.

Instead of moving the market, the council has invested £480,000 in upgrading it.

And the result ticks all the boxes for the council, the traders and the town alike.



The revamped market has 43 fixed units and up to 30 pop-up stalls.
 In July 2014 a private market operator was selected to take responsibility for the market for a three-year period.
 In the 12 months since the new arrangements were implemented the market has prospered.
 A combination of council support and private operator expertise has proved a winning combination.
 More information can be found online at <http://bit.ly/M4Msch3>

CASE STUDY: Trader Operated Markets

For many local authorities across the UK, markets are discretionary services. They are not required by law to provide them.

In times of austerity, councils are making cuts and are asking for more out of public services. Markets are facing an increased amount of scrutiny.

If a market is running at a deficit, there's a chance the market may be subject to cutbacks, sell-off or even closure.

For some markets in the UK, a viable model for the management of a market is for the market to be managed by the traders themselves.

The NMTF works with Co-operatives UK to offer an advisory and registration service to members of the NMTF interested in forming a co-operative to run a market.

The NMTF has assisted with the formation of 12 trader operated markets, including Thame, Oxfordshire; Congleton, Cottingham, East Yorkshire; Dorchester Cornhill, Dorset; and Whitstable, Kent.

An NMTF publication on trader-operated markets is online at <http://bit.ly/M4Msch8>



Levenshulme Market near Manchester is a great example of a social enterprise project.

CASE STUDY: Levenshulme Market



More and more markets are being established and taken over by social enterprise groups and Levenshulme Market near Manchester is a prime example. Set up in 2013 has enjoyed great success and has doubled its store capacity.

The market is also seen as a catalyst to improve the adjacent High Street. A Market Fund has been established, with the assistance of

Manchester City Council, which seeks to help people who can make a difference to the local High Street and who want to develop their own business. More information can be found online at <http://bit.ly/M4Msch4>

Another community market that has had a big impact is Queen's Crescent Market in Kentish Town, London.

Queen's Crescent Community Association's vision is to regenerate the market aesthetically, environmentally and financially so it can make an even greater contribution to the local economy. In line with this vision, the Association has worked hard to pioneer its own Entrepreneurship Project. The project offers local unemployed people the opportunity to start their own market business and provides work experience for young people on existing stalls.

The Entrepreneurship Project is an excellent example of how markets can develop new traders and secure the future of the markets industry.

The examples quoted in this section represent only a small number of the markets where changed management structures offer optimism of a brighter future

Of course not every market can look forward to a successful future and in some instances markets will have to close. The predictions in Markets 21 about the possible number of closures appear to have been overstated but this might be because some local authorities are maintaining markets that really have no future.

Over the last five years NABMA and the NMTF have taken the lead on encouraging local authorities to look at their markets service, consider what they can do to improve the offer, and plan for the future.

The onus rests on all local authorities to look at the good practice that exists, consider the range of different management options and see what is the best fit for their market.



– Local, National and European Legislation

UNDERSTANDING MARKET POWERS

"There is some confusion about market franchise rights in our council as there are a number of markets within close vicinity of us."

Market Manager, online submission

Markets operate under a legislative framework. In addition to the practical operational matters such as food hygiene, health and safety, insurance, and consumer issues, it is important to understand the powers under which markets are held.

One of the great attractions of markets is their historical background, with many markets claiming to have origins going back a thousand years or more. Royal charters have been one of the most common sources of market powers — Worcester (899), Warwick (914), and Cirencester (1086) are examples of some of the earliest royal charters.

Of course, since these early days, other powers have emerged. More recently markets are recommended to rely on the current legislation which is found in Part III of the Food Act 1984²⁰. This provides the modern

statutory code for the acquisition, creation and operation of markets.

Every market should be clear about the powers under which it operates. Whether it is a local authority market, privately operated, trader co-operative or community group, there should be a clear and transparent public statement in existence setting out the powers under which it has been established and continues to operate.

This is particularly important for local authorities in the context of their role in licensing or granting planning approval for markets.

One of the most important features of royal charters and market legislation is the ability to use these powers to control other markets within a six and two-thirds miles radius.

This issue has been the subject of many court cases and parliamentary debates. The most recent case of any real significance is Leeds City Council v Watkins (203) EWHC 598 (Ch) (203) UKCLR 467 which explored in great detail the Council's licensing policy and the merits of using market powers to control the holding of other markets.

CASE STUDY: Leeds City Council v Watkins



This is one of the most important cases on the use of market rights and raised issues of Competition Law and European Law.

The High Court upheld the Leeds application to prevent "unauthorised" markets and it is worthwhile to quote an extract from the judgement of Mr Justice Smith:

"It is set law that the essential feature (of market rights) gives the holder sole and exclusive rights to hold markets within a common law distance of six and two-third miles."

Over the last 20 years market rights have been criticised because of their monopolistic nature and in the Leeds case the position of the Council granting licences for the holding of other markets was criticised on the basis that market rights are in conflict with competition law. Mr Justice Smith also addressed this issue:

"Whilst the Council had originally sought to protect its franchise from competition, its motives changed following the coming into force of the Competition Act 1998. It now seeks to regulate markets within a regulatory structure."

The decision is important because Leeds City Council was able to extend its market rights to other parts of authority's area by using its licensing system, and also because Leeds used the same criteria for operating its own markets as it applied in respect of applications to hold other markets. The court found that there was no evidence that markets rights were in contravention of Competition Law and European Law (Leeds City Council v Watkins (2003) UKCLR 467)

Since the Leeds case the competition issue has assumed even greater importance with the emergence of the European Services Directive that is intended to remove barriers for trade.

THREAT FROM EUROPE

"Current guidance from the Government about the European Services Directive threatens our ability to control the trade balance on our markets".

Market Manager, Ashton-under-Lyne Roadshow

The European Services Directive became part of United Kingdom legislation on December 28th 2009. The Government issued detailed guidance on its provisions and you can access this guidance at <http://bit.ly/M4M-ESD-Guidance>.

The European Services Directive covers a range of licensing functions undertaken by local authorities but there is still a lack of clarification on how the directive operates in practice.

It will be noted, for example, from the later section on the Markets Manifesto, that NABMA and NMTF are still engaged in dialogue with the Department for Business, Innovation, and Skills on the impact of the directive on pedlars and street trading.

As far as market rights are concerned local authorities can continue to use them provided the requirements outlined by Mr Justice Smith are respected and there is a structured regulatory approach to their use.

Allerdale Borough Council is an example of a local authority that has adopted a modern Markets Policy which should stand the test of any challenge.

NABMA provides a checklist on the action a local authority needs to take in order to protect its market rights. The checklist can be accessed at <http://bit.ly/M4M-ESD-Guidance>.

A local authority should see a Markets Policy as a proactive approach to control the balance, quality and regularity of markets within its area. Approached in this way, it will meet current legislative requirements.

Of course market rights are not the exclusive province of local authorities and other private market operators, enjoying the benefit of royal charters or other powers, are not subject to the requirements of the European Services Directive. But the same measured approach is recommended to anyone enjoying the benefit of a royal charter or other market powers.

It is important, where partnership arrangements exist, that there is a clear understanding about where responsibility resides for dealing with market rights issues. Where the local authority licenses another market operator then it is recommended that the local authority retains the responsibility for dealing with market rights issues.

Market powers and rights are essential cornerstones for protecting the future of the markets industry but there are wider legislative issues that demand action to ensure that markets continue to prosper.

The implementation of the requirements of the European Services Directive has been a slow and tortuous process. Initial proposals to change the

CASE STUDY: Markets Policy



It is important that market rights are not used in an arbitrary way.

Allerdale Borough Council has introduced a Markets Policy which gives details of the markets it operates and the role of those markets within the local community.

The Markets Policy sets out how applications for other markets will be dealt with and also provides the criteria against which applications will be judged.

By using its market rights in this way Allerdale Borough Council has adopted a reasonable and proportionate approach which can stand the test of any challenge.

More information can be found online at <http://bit.ly/M4Mpow1>

definition of a pedlar were shelved and the government retreated to confirm retention of the 1871 legislation.

With regard to street trading we are anticipating that the legislation will finally be enacted before the end of 2015.

Both NABMA and the NMTF are seeking to have markets removed from the legislation particularly as one of the important changes currently proposed will prevent markets maintaining an effective balance of trade policy. This is because, under the directive, it is argued by government that you can no longer refuse a new trader permission to stand at the market on the basis that the goods he wishes to sell are already represented at the market.

We feel strongly that such a requirement will work to the prejudice of many of our markets.

– Markets and the High Street

MARKETS ARE TOWN CENTRE HUBS

“Our markets are the hub of independent retail in the town. We have the big names on our high street but it’s the market that offers shoppers something different.”

Market Manager, Cambridge Roadshow

Markets have always been an important part of town centres. In many respects they anchor or are the focus point of town centres.

The recent research published by Manchester Metropolitan University and the Institute of Place Management, under the title “Markets Matter”, provides compelling evidence that markets are economically, socially and politically, an asset to town centres.

The conclusion of the research sets out the following findings:

“As the longest-standing retail assets in many locations, the (markets) contribution may be somewhat overlooked, especially if they are not being managed in a way that enables them to reach their full trading potential. Allowing markets to decline is never a smart move for a town centre, as markets act as a visual barometer for the vitality and viability of a location. Markets are also a useful proxy of the state of relationships between town centre stakeholders. If market traders are not cooperating with each other, or the Local Authority, is not cooperating with its market, or fixed retailers are hostile to the market, then it is likely that ALL networks and partnerships in that location are weak and/or dysfunctional, making it impossible to coordinate the type of change that is necessary to stay relevant to a 21st century catchment.”²¹



Of course looking at the ways in which markets can make a significant impact on towns there is overwhelming evidence of the positive economic effects of Christmas Markets. We can now boast Christmas markets that can rival any held in Europe and the value and importance of Christmas Markets is not only the province of the larger towns and cities.

CASE STUDY: Manchester's Christmas Market



What began as a small German market with just 17 stalls in 1998 has become one of the biggest and exciting Christmas events in the UK, now spread over 10 sites across the city.

The Christmas markets can rival many on the continent. In 2014 they attracted two million visitors, a third of whom said they came to

Manchester specifically to visit the markets.

The presence of the Christmas Markets underlines the importance of markets in drawing footfall and spend into Manchester as a Christmas shopping destination of choice.

More information can be found online at <http://bit.ly/M4Mhs1>

Supported by the Department of Communities and Local Government NABMA has commissioned research on the economic impact of markets that will be published in parallel with Mission for Markets.

By way of examples, Manchester and Birmingham are two of the most successful Christmas markets in the country.

In Birmingham the Christmas market in 2014 brought around five million visitors who spent nearly £400 million at the Christmas market.

But it is not only the large towns and cities where Christmas markets make an impact. There are a growing number of Christmas markets all around the country with some innovative ideas being used to make the markets successful.

In Whitby, Scarborough Borough Council and Whitby Town Council, with local traders, utilised their beach huts in November 2014 to stage their first Christmas Market. Over the period November 27th to 30th around 7,000 people visited the seaside town to enjoy the attractions of the Christmas Market.

A WARM WELCOME

"Market days are the busiest for the whole high street. Shop owners welcome us because of the extra footfall our market bring, some even have a stall."

Market Trader, online submission

Town centres have to be welcoming and perhaps there has been no greater evidence of this than some of the examples provided in the recent Great British High Street Awards, for example Belper in Derbyshire.

The evidence from Markets Matter and the success of the Great British Market Awards is that a town centre is more likely to be more successful if people are working together. And that is whether it is via a town team, town centre forum, or other stakeholder group. It is more likely that success will be achieved by sharing of ideas and responsibilities.

Shopping habits are changing and currently there is a great deal of work being undertaken to embrace the digital revolution. Markets need to be part of this campaign and perhaps there is no greater example

than the Love Your Local Market campaign that is almost run exclusively via social media. Love Your Local Market is about celebrating the role of markets and helping to attract new market traders. In 2015 Love Your Local Market was celebrated by 1,200 markets in the United Kingdom and also in 16 European countries and a number of other countries worldwide. Love Your Local Market has become the biggest markets event the world has ever seen and it is all down to the successful exploitation of the digital revolution.

People need to find out information about markets, be able to shop, when appropriate, online, and also take advantage of credit card facilities to buy goods. If markets do not embrace these simple requirements then they are going to fall behind other retailers.

Markets also need to be available when people want to shop. The tradition of markets serving a 9-5 shopping community no longer has the sustainability of 20 years ago.

We have seen the changes, particularly in London where a tradition of night markets has grown up, with a focus on food. A number of existing markets have adapted to meet the changing demands.

Brixton Market has embraced the night time economies and has been described, by The Guardian newspaper, "as the home to the most vibrant restaurant scene in London." On most nights of the week you will find locals and tourists sampling a wide variety of food offers within a colourful and lively atmosphere.

Food has become the catalyst of many new markets and the locations of these events show the need for markets to be adaptable to where the consumer is to be found.

KERB and Street Feast are both relatively newcomers to the UK market scene but are providing what customers want via an attractive food offer in the right location.

KERB, for example, can be found near King's Cross Station in London and at other city locations.

Street Feast specialises in night markets and quoting from its own promotional material, they have in the last three years used "car parks, breweries, warehouses, old tube stations, and builders' merchant yards to create a unique haven for lovers of great food and drink."

Retailing is all about location, location, location and markets have to consider being adaptable so that they can meet the demands of shoppers.

One of the most interesting developments in providing a market has been the Coventry Market Pedal stalls. Using bicycles that have been adapted to provide the market sales, the Pedal stalls allow traders to set up a market in one location and move quickly to another. This is exactly the sort of initiative that brings markets to the right location.

CASE STUDY: Belper's Ambassador Scheme



Picture courtesy of Ashley Franklin

Markets could do well to pick up an idea that made Belper in Derbyshire the overall winner of the Great British High Street awards.

An important part of the town's submission was its creation of the Belper Ambassador Scheme, which helps to provide a warm welcome to the town and give advice and help about how visitors can enjoy their stay.

The scale of the involvement and collaboration from the community and local businesses is what most impressed the judges.

So why not take a leaf out of Belper's book and make markets the welcoming places they need to be? More information can be found online at <http://bit.ly/M4Mhs2>

CASE STUDY: Altrincham Market Transformation



When the local authority decided to put the operation of Altrincham Market in Cheshire out to tender, Nick Johnson was quick to respond.

His tender was accepted, he put £200,000 into the venture, Trafford Council spent £500,000 on refurbishing the market hall — and the result is an outstanding success, which it is hoped over time will revive the fortunes of the town centre as a whole.

Now the Market House, as the hall is known, is a food and drink emporium where people from all walks of life and every age group meet, eat and drink.

The drab and dated building, constructed in 1870, has been transformed into a warm and inviting open space, with wooden stalls around the periphery housing hot food businesses, a wine stall and a beer stall.

Large wooden tables and chairs fill the central space, whilst the adjacent covered food market remains largely unchanged, apart from some new canopies and lighting. The hall is open well into the evening — and is so popular that at the busiest times would-be diners or drinkers have to be turned away.

“It was vital to create a warm, inviting atmosphere with big tables and in the central area so that people can sit and chat and enjoy the best food and drink that the north-west can offer,” says Nick.

It's a model that's well worth a visit.

More information can be found online at <http://bit.ly/M4Mhs3>

Of course markets have been assisted by the tremendous interest in pop-up stalls, but the ability to get markets established in the right location needs flexible procedures that can respond quickly to a particular need.

One of the proposals in the NMTF/NABMA Markets Manifesto is focused around simplifying procedures to close highways and roads in order that markets can be held without a substantial lead-in time for the finalisation of appropriate Traffic Regulation Orders.

Markets cannot exist in isolation. In planning for the future of markets it is essential that they are part of a proper business plan and also part of the future strategy of the town centre.

An example of a simple but effective business plan is provided by Oswestry Town Council who include, within their planning for the future, a market service business plan looking at the performance of the market, considering its future place within the overall town centre offer, and also ensuring the market is resourced and supported.

Many town centres are going through changes with a view to improving their offer and during the NABMA/NMTF roadshows a visit was made to Stockton-on-Tees where the town centre redevelopment was nearing completion. Markets are a vital part of the redeveloped centre with an expanding programme of specialist markets to enhance the regular markets held each week.

Birmingham is currently in the process of implementing a city centre retail strategy and “the city’s vibrant retail markets are seen as an important part of the core retail shopping offer. Birmingham’s profile as a destination for market shopping will be raised by encouraging new niche and theme traders to compliment and extend the existing markets offer.”

But is it not only town centre strategies where markets need to be included. Reference has already been made to the growing importance of food and in the Bristol Food Policy markets play a key role in the achievement of the policy’s objectives.

Markets have the great ability to make a difference and contribute so much to what town centres can offer.



Mission for Markets

NEXT GENERATION OF MARKET TRADER

1. National government should work with the sector to establish a fund to be able to financially assist new start-ups on retail markets.
2. Market operators should regularly evaluate the balance of trade on their markets and investigate if there are opportunities for new traders.
3. Market operators should develop packages of support for new entrants, which includes mentoring and business advice.
4. Market operators should make connections with local colleges and universities and explore how they can work together (eg youth markets, retail training).

NEW SKILLS FOR MARKET TRADERS

1. Change is needed for retail markets to flourish and traders are encouraged to work in cooperation and collaboration with market operators.
2. Market traders should regularly perform a skills audit and identify skills that need to be developed in order to sustain and grow their business.
3. Specifically, market traders should embrace technology in order to capitalise on new customers (eg cashless payments, e-commerce, and social media).
4. Market operators should develop connections with Local Enterprise Partnerships to secure funding for training and business support services.

NEW SKILLS FOR MARKET MANAGERS

1. Market operators should move past regulation and beyond custodianship of the market to become active curators of the market place.
2. Market operators should develop marketing-led business plans for their markets, which are regularly evaluated with performance indicators (e.g. economic, social, and environmental).
3. Market operators should have a comprehensive understanding of the running costs of their markets and develop financial plans, which are regularly monitored and evaluated with performance indicators (e.g. footfall, stall income, profit/loss).
4. Market operators should regularly perform a skills audit and identify skills that need to be developed in order to sustain and grow their markets.

STRUCTURAL CHANGE TO LOCAL GOVERNMENT

1. Every market operator should be clear on the powers under which the market operates.
2. All local authorities should have a licensing system relating to the holding of markets in their area.
3. A Markets Policy should be adopted by all local authorities to control the balance, quality and number of markets in their area.
4. The Manifesto for Markets provides the framework of the markets industry's legislative aspirations over the life of the current Parliament.

LOCAL, NATIONAL AND EUROPEAN LEGISLATION

1. All local authorities should regularly review the management structure of their markets service.
2. Partnership working should be at the heart of delivering an effective markets service.
3. Markets need to react positively to the emergence of Regional Mayors and Combined Authorities.
4. Encouragement and support should be given to voluntary and social enterprise groups.

MARKETS AND THE HIGH STREET

1. Every market should be able to assess its contribution to town centre life.
2. Markets should be an integral part of town centre plans, strategies and visions.
3. Markets should be alive to the changing retail environment by embracing digital technology new locations and opening times.
4. People should feel welcomed and valued when they visit markets.



Mission For Markets

MANIFESTO

April 2015

1. Lift the current burden of business rates by recognising the important roles played by markets in maintaining the vitality of town centres and creating new businesses.
2. Ensure that the implementation of European legislation, particularly the European Services Directive, does not undermine the essential characteristics of a market and particularly enables markets to retain a proper balance of trade.
3. Achieve a review of street trading legislation in both London and the rest of the country to ensure it meets the demands of modern trading requirements.
4. Recognise the need to provide markets with new locations to achieve a framework that enables procedures, particularly highway closures, to be implemented quickly and with minimum expense.
5. Make it a legal requirement for market and street traders, events retailers and mobile caterers across the whole of the United Kingdom to have public liability insurance.

Join the Mission for Markets

www.mission4markets.uk

Mission for Markets is a campaign run by NABMA and the NMTF, two industry organisations which, respectively, represent the interests of the operators of markets in the UK, and the micro and small businesses who trade on them.

The campaign will perform a health check on markets and market-type events, shine a spotlight on best practice and share resources that market managers and market traders can use to sustain and develop their markets.

NABMA
the voice of markets

@M4Markets #M4Markets

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Institute of Place Management (IPM)
National Association of British Market Authorities (NABMA)
National Farmers' Retail and Market Association (FARMA)
National Market Traders Federation (NMTF)
ROI Team
Streetzine
The Retail Group

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