



# A TOOLKIT FOR SETTING UP A LOCAL MARKET



your local  
market

**nabma**  
the voice of markets



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## Foreword



Almost all our towns and cities owe their very existence to markets – they grew up where people came together to trade on the streets and market stalls became high street shops. The Love Your Local Market campaign led by the markets industry, with Government funding and support, has been a hugely successful initiative over the last three years. I congratulate Nabma on their dedication and hard work in running it. I would also like to thank all the market managers, private and local authority operators, as well as the many volunteers and community groups that have devoted their time and energy to supporting their local markets.

Now Love your Local Market has become a tried and trusted brand across the country. Since 2012 around 13,000 free or subsidised pitches have been made available to new traders through the Love Your Local Market summer campaigns, nearly 2,000 of these businesses were still running 6 months later and around 9,000

markets have taken place under the brand. Love Your Local Market is leading the current revival in retail markets – the Government sees these as a key element of the retail offer in our towns and cities.

Britain has its own proud heritage of markets and it is great news that the Love Your Local Market brand has captured the imagination across Europe. Not only are markets vibrant places that can be the heartbeat of the community, but the success of Love Your Local Market shows how they can encourage young traders and give hundreds of people the opportunity to try their hand at starting their own business.

Markets are part of the historical fabric of our communities but have an important role in their future. Like our town centres and high streets, they must rise to the challenges of attracting the modern consumer and adapting to today's technologies. That's why I am delighted to support this new market toolkit that will help markets flourish and go from strength to strength.

### **Penny Mordaunt**

Minister for Town Centres, High Streets and Markets



It is clear that the markets landscape is changing and we are seeing the introduction of many different markets. Town Teams have taken a leading role in promoting new markets and social enterprise and community groups are also placing markets at the centre of town centre regeneration. Parish and Town Councils are also playing their part by taking on greater responsibility for markets.

Against this background Nabma is delighted to support the introduction of this Toolkit which is intended to provide a set of guiding principles to anyone interested in setting up a market or taking over responsibility for an existing market. In addition to the resources contained in the Toolkit Nabma is always available to provide help and encouragement to new start markets.

I want to thank government for the support given to markets through the Love Your Local Market Campaign and also providing the funding to help in the production of this Toolkit. Nabma has received great encouragement from Penny Mordaunt, High Street and Markets Minister, and officials at DCLG.

Finally I want to express thanks to Ellie Gill, John Walker and the team of market officers for their work on the Toolkit.

I hope that the Toolkit will be of help in setting up lots of new markets and ensuring that markets secure a successful future.

### **Councillor Mick Barker (Derby)**

NABMA President

# Introduction

Markets, often seen as the reserve and responsibility of local authorities, have in recent years seen a proliferation of local people, community groups, private enterprise and Parish and Town Councils creating new offers that have, in some cases, moved away from the traditional market.

Adding vibrancy to town centres, as well as creating opportunities for entrepreneurship, markets can take many forms, either run by the traders, private enterprise, the Town or Parish Council, or groups with concerns around sustainability, local food networks, a decline in traditional skills or simply to use a space.

Effective management needs to be visionary, innovative and have determined leadership and must reflect the following:

- Local aspirations and a sense of empowerment
- Credibility of the community within the area
- Ability to attract investment and undertake investment for continual improvement
- Act as a catalyst for regeneration
- Become the focus of the area and town

The provision of this toolkit will assist in the creation of new markets and taking over existing markets, should a local need arise to do so.

To find out more please contact us at [nabma@nabma.com](mailto:nabma@nabma.com)

## 1 How to use the Toolkit

This Toolkit aims to provide an overview of the important things you need to think about if you are considering setting up and running a market.

The content of this Toolkit is divided up into simple explanatory text with a suite of tools consisting of documents such as questionnaires, checklists, and other templates that you will need to consider when setting up a market.

When taking into account the range of management models that will be considered within this Toolkit, certain sections will be more relevant than others. We hope that by dividing the information up, we are able to provide you with a pick and mix guide to setting up a market, under whatever structure is most relevant to your neighbourhood.

The Toolkit has also been published online at <http://www.nabma.com/start-up-toolkit> where separate documents can be downloaded and the 'Tools' can be found. The website also offers a wide range of resources made available from our case studies and partner organisations.

A great deal of information about markets already exists on the web and other publications and we

hope by undertaking the journey to set up a market in your area you will do additional background reading. This Toolkit, rather than repeating this information, offers a simple guide to summarising the areas we feel are most relevant and, wherever possible, we have linked to other publications and organisations.

## 2 About Markets

Markets come in all shapes and sizes. What is important is that your market meets the aspirations and needs of your local community. You will need to identify what will work and how the market will be delivered. This section highlights the diversity of management models and the benefits that can accrue from holding a market.

### 2.1 Market models

There are many different forms of markets management. Local authorities operate the majority of markets in the United Kingdom, but an increasing number are operated by community and social enterprise groups, farmers, traders and co-operatives.

You will need to consider which management model is appropriate for you and in this respect advice is available from both the Government and Nabma to help you make the right choice.

In September 2010 the Department for Communities and Local Government published "Retail Markets – Management Models" which can be found at <https://www.gov.uk/government/publications>. The reference number is ISBN 9781409825586.

This publication highlights a variety of different management models and indicates the advantages and disadvantages associated with each model.

### 2.2 The Benefits

A market with a strong community focus can provide a number of significant benefits.

These include:

#### **Economic benefits:**

- Provide a platform for small local businesses to test trade in a low cost, low risk, supportive environment
- Help volunteers gain work experience and new skills
- Keep money local

#### **Environmental benefits:**

- Offer a localised space in which to shop on foot or by bike
- Increase opportunities for alternative food networks
- Decrease waste by shopping little and often, with the likelihood of less packaging

### Educational benefits:

- Engage young people with local food producers to supply more information about food origins and locations
- Give young people an opportunity to learn new skills or be inspired by artisans and crafters
- Offer young people showcasing opportunities, whether this be for skills, school projects or as a space to perform

### Health benefits:

- Increase access to fresh, local, affordable food, often in quantities more suited to the individual
- Raise awareness of the benefits of a healthy diet and lifestyle
- Foster a sense of well-being and increased self-esteem

### Social benefits;

- Offer a sociable place to shop
- Engage local people in community activities
- Raise awareness of and meet local needs



### Levenshulme Market Fund

The market prides itself on a diverse range of high-quality traders. As a social enterprise, profits made are invested back into improving the market or empowering the local community to take ownership of their high street by increasing opportunities to become retail entrepreneurs.

In January 2015 Levenshulme Market, with support of the South Manchester Regeneration Team of Manchester City Council, announced a £15,000 Market Fund. Open to people wanting to make a difference to Levenshulme high street and residents who want to start or develop their own retail business.

You can find out more about Levenshulme Market and the Market Fund on the website at: <http://www.levymarket.com/>

## 3 Planning

Market research, community consultation and good planning are the cornerstones of any new market.

Setting up a market requires time and commitment. It may even, depending on your aspirations, also require small or large amounts of funding.

With these factors taken into consideration, market research is an essential part of the process right

from the outset and you will need to consider the following:

- What are your aims and objectives?
- Is there a need for a market in your area?
- What kind of market do you want?
- What do you need to look out for and what must you do to get your market off the ground?
- What is your market going to look like and how is it going to be run?
- What are the costs and what is your timescale?
- What are the logistics of running your market?
- Who is going to do it all?
- How do you know if it is working or not?

Whilst this Toolkit cannot offer an exhaustive list of all the above and other issues not highlighted above, we are going to take you through the basics. Many of the answers will be met by writing a business plan, which will also help your group and the wider community develop your ideas further. The business plan will need to cover your initial setting up arrangements and projections for the first year and possibly beyond. If you are looking to secure funding you will need a credible business plan for at least the first three years of operation.

A useful guide to writing a business plan can be found on Business Planning for Social Enterprise [http://socialenterprise.org.uk/uploads/editor/files/Events/Business\\_planning\\_workshop.pdf](http://socialenterprise.org.uk/uploads/editor/files/Events/Business_planning_workshop.pdf)

### 3.1 Market Research

When looking at starting your market, one of the very first things you have to ask yourself is...will people use it?

If the market has traders but few, if any, customers, then you will quickly find yourself in a situation where your traders have gone off to find a more lucrative way to spend a day.

There are lots of ways to assess public reaction to your proposed market. There are many examples of simple and relatively cheap resources. Just remember technology is your friend!

#### Desktop Research

You're going to have to spend a bit of time on the Internet.

A huge amount of local statistics can be found on your local area and a good place to start would be local and town council websites, which should be able to tell you if there is a Community Area Plan, Neighbourhood Plan, Core Strategy or documents like Public Health Reports.

These can provide you with the answers to hundreds of questions relevant to your community, such as:

- Availability of fresh food at affordable prices?
- Is there a high turnover of young people leaving the area as soon as they become adults due to a lack of opportunities?

- Is there adequate promotion of the arts and culture?
- Are there enough local opportunities for people to come together?
- Can local people get information about community services?

## Questionnaire Tools

Many applications on the Internet have a free usage allowance and questionnaire tools are no exception. Sites like Survey Monkey all allow sample questions when consulting with the local community, as part of your market research.

Once you have completed your desktop research it is time to see if the public agrees with you, or have some other suggestions for you. Think about your questions carefully and try to keep them to six, as any more may disengage your audience.

Try to keep as many of the questions as closed as you can with multiple-choice answers, as this will help you build up your statistics for reporting purposes. One open question asking for peoples individual opinions is also useful though as this can open up areas for consideration that you may not have previously considered.



### Recommendation: Opinion Poll

There are countless free Opinion Poll applications on the internet that work with social media and are completely free. Decide which one is the best for you and regularly ask people in your area what they think about your idea for a new market, alongside supplying them with all the information around your aspirations for the project.

## Social Media

One of the fastest ways to gather and accumulate public opinion is through social media.

As a minimum we would recommend setting up a Facebook page to help you do this. This can then become a living record of how your market research is conducted and offers a platform from which to post your questionnaires without going to the expense and effort of a website. Your basic aspirations and who is involved in the project can be made entirely transparent and any collated statistics, facts and other information, disseminated and shown to a wider audience, as well as a great way of getting feedback and seeing support.

For a greater insight into what other markets are up to on a daily basis and to be more pro-active in gaining support for your project, you may want to try a dedicated Twitter account. There are many sites dedicated to the pros and cons of various social media platforms but put simply, Twitter can help you get out there and find out what everyone else is saying.

How you use social media will also need some desktop research. Find out which other clubs and organisations in your area have Facebook pages or Twitter accounts and include them in your questions and conversations. Are your local, Town and Parish Councillors on there? Make sure you include them in the consultation process by sending them the link to your questionnaire and signpost

them to your opinion poll. How about all the schools and local colleges? If you think about all the different age brackets and other demographics, you will probably find something that touches all of them.

For a basic guide on how to get started on these two social media platforms, the Love Your Local Market Campaign Pack can be useful: <http://www.loveyourlocalmarket.org.uk/>

### 3.2 Types of Market

We have a market tradition in this country stretching back millennia and in that time many different types of markets have sprung up. Before the planning of your market starts in earnest you may consider putting together a small focus group to consider which type of market is going to work for your community based on the following:

- **General market**

A general market does not have a specialist focus and is one where all traders are welcome.

- **Local produce market**

This not only refers to locally grown and produced food items but arts and crafts as well.

- **Specialist market**

With the rise in popularity of specialist markets, a common approach for new market initiatives is to mix and match around a number of themes, including that of the general and local produce markets, affording the local community the ultimate flexibility and you may want to consider the following:

- Art Market
- Car Boot
- Country Market
- Craft Market
- Farmers' Market
- Food
- Vintage
- Youth





## Haverhill Youth Market

Great British Market Award winners, Haverhill hosted their first youth market in 2014 as part of the Love Your Local Market celebrations.

Held in conjunction with local schools and Haverhill Town Council, youngsters keen to start their own business were encouraged to try their hand at a pitch and test out their enterprising ideas. Cllr Alaric Pugh, St Edmundsbury Borough Council cabinet member for economic growth, said: "Each of these stalls is a small business and we are always keen to look for new ways to support the economic growth of the market and of small businesses in general, and to encourage residents living in and around the town to shop locally."

### 3.3 Control and Management

To hold a market in a public space, whether it is a school canteen, pub car park or on the high street, you are going to need permission from those owning the land. You are also likely to need a number of other approvals, particularly from your local authority, which are mentioned subsequently. It is vital that all the relevant approvals are properly recorded and you observe any conditions that are laid down. If you are not sure about what any approval requires of you, make sure you seek clarification before you agree. Do not commit the market to deliver something that is not possible.

Whilst a number of markets may operate within the UK historically with little in the way of a formal arrangement, this is not something we would recommend. See Chapter 8: Governance, for clarification.



If it is intended to operate a market event for more than 14 days in any calendar year on a particular piece of land, planning consent must be sought from the appropriate Planning Authority as stipulated by The Town and Country Planning (General Permitted Development) Act 1995.

### Approach your Local Authority early on!

Reference has already been made to the fact that the majority of markets in the United Kingdom are operated by local authorities. Many of these local authorities enjoy the benefits of what are called "market rights" giving them the powers to license the holding of other markets within their area.

It is important, before considering setting up a market, that you consult with your local authority to determine whether they operate a market rights policy and whether there is an application process that you need to follow to get approval for your market.

In addition to clarifying the position on market rights, local authorities are also a helpful source of information about a whole range of issues that are relevant to the running of any market. Listed

below are a number of the key issues that you will need to address and before making any decisions about how your market will operate, you are strongly recommended to seek advice from your local authority.

- Food Hygiene
- Health and Safety
- Highways
- Licencing
- Planning
- Waste
- Weights and Measures



The Charter Institute of Environmental Health have produced CIEH National Guidance for Outdoor and Mobile Catering, which includes downloadable templates, check lists and pro forma letters to help you manage your outdoor events.

To download the documents go to:

[http://www.cieh.org/policy/guidance\\_outdoor\\_mobile\\_catering.html](http://www.cieh.org/policy/guidance_outdoor_mobile_catering.html)

### 3.4 Venue

Where your market is held will ultimately determine its long-term viability and success.

Where you choose to site yours will need a number of very important factors to be taken into consideration.

- Footfall
- Dwell time
- Suitable access
- Suitability in all weather conditions
- Parking and public transport provision

When considering a suitable site for a market, priority should be given to footfall which will make or break the ability of your traders to sell their wares. They need a constant turnover of people throughout the day but the venue also needs to be welcoming enough to put those people at ease. A consideration of nearby parking facilities and transportation links will also be vital to the success of your market.

Furthermore suitable access, not only for visitors to the market but for traders setting up and taking down the stalls, will need to be given and if the market is held on public highways then permission will be required from the highways authority.

Depending on the frequency of your market you might also need planning permission. There is currently an exemption in respect of temporary markets but if you intend to hold more than fourteen markets in a calendar year then you will need to obtain planning permission.

If you intend to operate your market throughout the year the site must be suitable to cope with adverse weather conditions and you are advised to consider the impact of bad weather. Strong winds, for example, can often disrupt a market and you will need to consider the point at which a market can no longer take place



### Recommendation: Siting your market

Remember to try and site your markets near to other activities, whether it be retail or community such as other shops or a local school.

## 4 People

If you are thinking of setting up a new market in your area, the first thing you are going to need is people to help you and partners to make it happen. It is important to recognise in the planning stage the various categories of people required to deliver a successful market.

At the very least your market will require:

- **A committee:** to help take care of meeting all the legal requirements and to come up with a plan with which to steer the market
- **A market manager:** to be responsible for the day to day management.
- **Volunteers:** to tackle the many support tasks that contribute to the success of the project.
- **Traders:** it is vital that there is a good mix of traders
- **Customers:** when considering trader mix it is important to service the needs of the community and social inclusion

In taking your market project forward the support of local Councillors, your MP and other town centre stakeholders is very important. You should keep them informed and get their support whenever possible.

### 4.1 Partners

A good market relies on time and investment, and successful delivery will often rely on a wide range of partners.

Potential partners will largely depend on the benefits your market delivers.

What is going to be an important factor in taking your market project forward will be the support and enthusiasm of elected members such as your MP and local Councillors and Officers. You will

also need to approach your Parish and Town Councillors, asking to put the new market proposal forward for consideration and feedback.

One thing that cannot be underestimated is the importance of involving national bodies such as NABMA and the NMTF (National Market Traders Federation) who have various support structures in place for the management of your market and offer advice and guidance on how to recruit and support your traders.



### **Recommendation: Hold a Public Meeting**

When first planning out your new market, consider holding a public meeting with potential traders, customers and partner organisations such as community area partnerships, the local Parish/Town Council, primary care trusts and local businesses. This will deliver feedback on your initial thoughts and help you to gain a perspective on what these groups would gain from your project.

## **4.2 Volunteers**

The role of the volunteer in your market structure cannot be under-estimated.

Whatever your aspirations, without the commitment of people to carry that plan forward, they are but words on paper. It is suggested you consider the following:

- **Roles and tasks**  
Before recruiting volunteers it is important to look at exactly what it is that your organisation may wish volunteers to undertake.
- **Recruitment**  
Volunteers on markets are usually found by word of mouth, though it is worth keeping in mind that the 21st Century version is social media.
- **Induction**  
While the formal interviewing of volunteers may be a bit daunting for many, an induction is an essential to ensure clarity for both parties. As a useful guide you may want to refer to the Induction Checklist (Tools 1.)
- **Volunteer Management**  
On-going management of volunteers will be a lot clearer and happier if a Volunteer Agreement (Tool 2.) is in place.





## Market Rasen's Mr BIG Market

Not so long ago there was virtually no market in Market Rasen. Now a small team known as MR BIG (Market Rasen Business Improvement Group), a Community Interest Company run by volunteers, sees the picturesque Market Place packed with 30-40 stalls on a monthly basis.

Including fine foods, arts, crafts and gifts, the concept has been built and delivered from a standing start, thanks to hundreds of hours of volunteer time over the past two years. Now generating enough revenue to be self-sustaining, pitch fees are set at a modest £20.

Kick-started with Portas Pilot government funding, the team have built a database, learned how to erect stalls and space plan events for maximum customer enjoyment. Weather permitting, market days provide a vibrant social and shopping occasion that is central to their belief that markets fulfill a pivotal role in helping rural towns survive and thrive, giving consumers a powerful reason to visit the High Street and support local traders and independent retailers.

You can find out more about Market Rasen BIG on their website at:  
<http://marketrasenguide.co.uk/>

## 5 Practical Resources

Whatever type of market you decide to set up there is a certain amount of equipment that you will need in order for it to run smoothly and, irrespective of your level of aspiration, some initial funding and resource will need to be invested.

Many markets across the UK operate a system whereby a stall holder arrives in the morning and sets up to trade using their own equipment be that a gazebo, umbrella or more traditional iron framework with a tarpaulin.

With markets being seen as a catalyst for regeneration however, more and more markets are under going a transformation that reflects the often highly picturesque surroundings of the market square, market street or the front of the Town Hall.

### 5.1 Equipment

However basic your market project there are certain items that are essential. Here are a few suggestions:

#### The Basics:

- Market signs, banners, leaflets and posters
- Tourist information and community leaflets

- Information Board
- New trader information
- Cash Collection Equipment
- Receipt book
- Cash box
- First Aid Kit
- Access to office equipment
- Mobile Phones



### Recommendation: Information Stall

As well as signs being a great idea for people around town or visitors to find your market, what happens when they get there and want to find out more?

An information stall is a great way to get across what your market is all about; how it supports the community; what projects profits get ploughed back into; how to become a market trader or join up as a 'friend of the market'; what foods are in season, or even what price similar food items are selling for in the local supermarkets, as well as information about the local area, or how to find out about the market online.

Running a market can accumulate a lot of equipment and material and you will need to consider how it is to be transported and where it will be stored.

## 5.2 Funding

Applying for seed-corn funding for your market can help to meet initial costs. With markets satisfying a wide range of community objectives, there are a number of avenues you can explore both locally and nationally.

Any funding application will need to be made once your organisation has a constitution (covered in Chapter 8: Governance) and a bank account. However, you may well be partnering with an existing organisation in which case they could act as an accountable body for any application.

Typically grants are banded into three brackets:

- **Small grants** - £500 to £1,000
- **Medium grants** – Up to £20,000
- **Large grants** - £20,000 up to £250,000 or more.

Small to medium grants can sometimes be sourced through your Local Council, Primary Care Trusts or a Local Chamber of Trade. Local and national charities offer grants in accordance with their primary purpose and the database can be found on the Charities Commission website.

Other possible sources of funding and additional information can be found at:

- Awards for All – <http://www.awardsforall.org.uk/>
- Big Lottery – <http://www.biglotteryfund.org.uk/>
- Esmee Fairbairn Foundation – <http://www.esmeefairbairn.org.uk/funding>



## Marlborough Communities Market

Based in Wiltshire, in a town already supporting two general market days per week, Marlborough Communities Market was started as a Transition Town initiative. Local environmentalists raised concerns about the closure of a farmers' market that had been running in the town for twelve years, and the lack of support now available to local farmers.

With funding from the North Wessex Downs Area of Outstanding Natural Beauty Fund, the Town Council and the Unitary Authority, the new market was established in 2012. Supporting local food networks, the market also encourages start-up businesses as well as those reviving rural skills and low carbon industries.

For more information see the website at: <http://marlboroughmarket.org.uk/>

## 6 Procedures

Like any business, a market is going to need clear systems of working that can be implemented by a wide range of skill sets.

It is important that, well in advance of your first market, there are clear and organised systems in place to deal with all the information you will be required to keep as well as what is needed to deliver a market.

Not only will you be dealing with your volunteers and traders but you will also assume responsibility for members of the public visiting the market.

Whatever the size and location of your market the same basic considerations apply but obviously the bigger and more frequently held markets are likely to require additional procedural requirements.

### 6.1 Administrative matters

When dealing with membership details, traders information, licences, attendance and other market matters, good records will need to be kept, ideally understood by more than one member of the organisation.

It is suggested that records are kept in one of the following formats:

- **Paper** – great for smaller markets with an organised manager and treasurer. Traders can send in applications in hard copy format and receipts and other records need to be duplicated, which can be time-consuming.

- **Spread sheets** – make life a lot easier. There are various software packages available.
- **Apps** – a host of these are available on the Internet to help small business. Some are free but the majority will need to be purchased. Many can be dovetailed with accounting procedures.
- **Website** – a good website, with the capacity to book traders, pay pitch fees, accept applications as well as inform people of the dates of your market and any other details, cannot be underestimated.

## 6.2 Finance

This is one of the most important elements of your markets management and you will need to set up effective financial handling arrangements. This can be done by dealing in cash, with appropriate receipts, or through electronic systems.

With markets offering incubation space to prospective SME's, it can sometimes be difficult to predict your markets income, due to an often-high level of turnover, or churn.



### Recommendation: Run a Pilot

Utilising the facilities of a markets industry technology provide, or by contrast exploring whether a website can cater for much of your market's financial and other record keeping facilities, may be best undertaken after a test or pilot period.

Pilots are also invaluable for reviewing the systems you have implemented, as with hindsight and experience you may wish to reconsider some. Consulting the public at this time can also deliver new insights and, in combination with a marketing plan, reinvigorate your market in time for a launch.

## 6.3 Registering and consents

You need to consider what approvals are required to hold your market. Mention was made earlier of the need to work with your local authority who might have a licensing arrangement. It is likely that any consent will ask you to address the following issues:

- Time and Dates
- Public Liability Insurance
- Planning and other permissions
- Production of accounts
- Fly posting
- Health and Safety Risk Assessments including auditing measures
- Fire Assessments and an expectation to provide fire-fighting equipment
- Records are kept ensuring compliance of food traders

- Demonstrate safe market structures
- Adverse weather plan
- Ensure gas safety with traders
- Ensure LPG safety with traders
- Ensure electrical safety with traders
- An assurance that any damage to highways be rectified
- The removal of waste and litter
- An indemnity for the Council against claims for damage or loss in the case of accident or injury



A Sample Application of Hire can be found in Tools 5

A Sample Consent (Licence) can be found in Tools 6

## 6.4 Guidance for Market Traders

It is important when engaging traders that clear parameters are set in advance of starting on the market. You will need to make it clear the conditions that apply to trading at the market. The conditions should be in writing to avoid any confusion and should cover the following issues

At a minimum you will need to consider the following:

- The nature of the licence
- Insurance
- Booking procedures
- Payment of Charges
- Scale of Charges
- Hours of Trading
- Noise
- Market Stalls, Fitments & Fittings
- Prohibited Goods
- Food Hygiene
- Conduct of Business
- Generators
- Refuse



## 6.5 Consumer protection

It is important that people who shop at the market are comfortable and have confidence in the traders. Some markets have developed a Shoppers' Charter which enables consumers to have redress

in the event that they feel they have a complaint about a purchase they have made on the market. There is also advice for market operators to enable them to have assistance with consumer protection issues.



### The Real Deal Campaign

When considering the unwanted sale of illegally traded, counterfeit and pirated goods, a cross-sector partnership initiative, bringing together local authority trading standards services, market operators and traders, industry groups, and copyright and trademark owners was constituted resulting in a National Markets Charter.

Signing up to this Charter is through the Real Deal Campaign and the results are a transparent commitment to consumers. You can find out more about the campaign and download a copy of the Charter by visiting:

<http://www.realdealmarkets.co.uk/>

## 7 Promotion

Promotion of your market will need to start in the planning stages and be an on-going process for the venture to succeed.

As with any business a good marketing strategy will ultimately determine the success or failure of your market which, at its most basic level, requires two things, enough stalls and customers.

Choice is an essential part of any good business but to supplement choice it is important that your market can provide interest, a good layout and attractively presented goods. We have already determined in previous chapters that a good information stall on your market, word of mouth, social media and a good website will attract traders to your market but don't forget that markets can also offer the transparency that your traders bring with them, offering consumers a chance to meet them, learn from them and hear their story.

### 7.1 Marketing methods

There are many ways you can choose to promote your market and not all of them need to cost a great deal of money, although they can take time.

Choosing the most cost effective methods of promotion that offers the greatest return on your investment should be your first priority, though with local solutions not always being obvious or uniform, this may take some time to establish. On the following page we outline the most tried and tested.

#### Signs and Banners

Proven to be a great draw to markets, signs and banners are subject to approval from your local authority if they are to be placed on a public highway. There can possibly be more support for your

market signs if they are seen to be directional as opposed to purely promotional. If your local authority does not support the use of signs on street furniture or elsewhere then you may wish to consider approaching other landowners such as farmers or ask people to put them up in their garden or on the school gates. Ensure that fonts and colours are legible and that they do not obstruct visibility on highways.

## Postcards and calendars

With many markets operating a less conventional timetable of events, it is an invaluable marketing tool to make people aware of your schedule. Involving local arts groups, school or other volunteers can produce artwork that can be a unique identifying factor to your market and using this consistently across your marketing material will help people recognise your market. A range of information can be displayed in this way that further puts across the ethos of your market and you can educate people on seasonal recipes or other local events that your partners and traders may be involved in. Distribution can be carried out on the market, with materials left on stallholders tables, dropped into shopping bags and left on the information stall but you will also want to consider a wider distribution and school book bags, doctors surgeries, tourist information centres and other outlets. Your stallholders often attend other markets too, and they could be your best form of distribution.

## The Internet

Whether it is a great website, Google+ or Facebook page or a Twitter account, in this age of electronic communication the Internet is often the first place people will look for your market. Researching how your market is listed is often one of the first tasks you will need to perform. It is worthwhile researching your nearest competition to see where they are listed online and contacting the organisations involved. When using social media always ensure that all platforms have as much information about your market as you can provide. This includes good pictures, the location of your market, opening times, traders, and your ethos as a minimum.



### Get your market on the map

#### Member or paid for sites

Big Barn: <https://www.bigbarn.co.uk/>

FARMA: <http://www.farma.org.uk/>

NMTF: <http://www.nmtf.co.uk/>

#### Free sites

Information Britain: <http://www.information-britain.co.uk/>

Love Your Local Market: <http://loveyourlocalmarket.org.uk/>

Market Showcase: <http://marketshowcase.seemysale.co.uk/seller/seemylocalmarket/>



## Email and newsletters

Online newsletter facilities help you build email lists of your customers and traders, allowing the addition of substantial numbers before becoming a paid for facility. Newsletter sign-up forms can easily be integrated into your website and any social media that you carry out to get across upcoming markets, promotional offers, traders stories, seasonal recipes or how volunteers and committee members on your organisation spend their time and help out.

## Traditional Media

Stay in contact with your local press. Always on the lookout for a good story, your market can provide them with environmental stories, examples of small businesses in the area, local food, and other issues important to the community.

Parish magazines, 'what's on' diaries (either in physical format or online), the local newspaper, radio and TV can help widen your message but you need to ensure a 'hook' for your stories. With so many ways in which markets can be celebrated throughout the year it is worth the effort of making as many of your markets tie in with national campaigns, high days and holidays and a list of these can be found on the Love Your Local Market website. It is worth building a list of contacts within the local media and adding them to your newsletter list. Treat each one as if it were a press release, giving as much detail as possible and don't forget to back up this activity on social media.

## Awards

Awards are good for business and get your market noticed. They are a great excuse to get your ethos across, showcase individual traders and build a buzz around your market.

Look for awards that are central to the theme of your market; food; environment; vintage – whatever your market supports there will be an award for it and they run throughout the year. Think too about nominating your traders or volunteers and even particular initiatives you have going.

Here are a few examples of award competitions:

- BBC Food and Farming Awards
- FARMA Awards
- Market Industry Awards
- Observer Ethical Awards
- Observer Food Awards



## Get a market champion

Does someone famous live in your area? Finding someone to champion your market will add to the markets visibility and help promote your market. If they have good social media connections this too could be invaluable to promoting your market as one tweet put out to hundreds of thousands of followers is going to get more attention than one sent out to a couple of hundred. Always remember the publicity is also good for their image.

## Word of Mouth

One of the best ways to promote any business is through word of mouth with the 21st Century version being social media. Set up competitions, invite people to review your market and leave feedback. Get your traders involved and very soon you can achieve an active network of people promoting your market for you.



### Celebrating Love Your Local Market

The Mary Portas Review, commissioned by government to address these concerns, put forward a list of recommendations with several focusing on markets. The resulting fortnight of celebrations in May has now seen over a thousand markets taking part, putting on over 10,000 special events to mark the occasion. Love Your Local Market gives market operators, traders and customers a call to action and the key messages it looks to promote can breathe vigor and life into ailing markets, while giving new markets an ideal platform from which to promote themselves.

To find out more about Love Your Local Market visit:  
<http://www.loveyourlocalmarket.org.uk>

## 7.2 Education

Markets offer excellent educational value and implementing this resource will fulfil many of the social goals of your market.

Markets have the capacity to be a part of many aspects of community life; a fact often overlooked in the hustle and bustle of a retail environment. All over the country markets are finding innovative ways to educate the communities they serve that can have an impact in, but not limited to, the areas on the following page.

- Food preparation
- Healthy eating
- Seasonal food
- Food miles
- Packaging and waste
- Exercise and fitness
- Farming and food production
- Environmental issues
- Entrepreneurship



Within the traditional retail market environment, including farmers' markets, we are seeing educational opportunities with demonstration kitchens, a 'meet the producer' ethos and an invitation to local organisations, often under subsidised or free terms, to come onto the market to share knowledge.



## The Clapham Leaf Club

Clapham Leaf Club is a project designed to enable pupils of the Clapham and Larkhall Collaborative primary schools in South London in food production.

The project was initiated by Venn Street Market, a weekly Saturday fresh food produce market, providing seasonal produce available from small independent growers and artisan producers. Helping children learn all aspects of growing their own food, from preparing the soil using organic matter, to sowing seeds and culturing their crops, the Clapham Leaf Club then invites the children onto the market to sell harvested fruit and vegetables at the Market every year in July.

The Leaf Club benefits from the market donating the seeds and implements needed to manage a growing project, as well as volunteer time to help the children with their gardening. Stall layout tips and recipes for anything from chocolate and beetroot brownies are also provided, with the market working closely to ensure the project ties in with the national curriculum.

For more details of the scheme, visit the market website:

<http://www.vennstreetmarket.co.uk/>

## 8 Governance

In order for your market to be transparent, compliant and accountable, you will need to define your principles and policies and be clear about your management model.

It is important that whatever management model you adopt there is a written document setting out the terms of the arrangements. In particular you should identify the key personnel and describe their roles and responsibilities

### 8.1 Membership & Committee

You are encouraged to embrace all stakeholders within the management framework of the market allowing individuals and groups a say in how the market is governed. This will build support for the market and ensure it moves forward in an effective way.

You might consider setting up "Friends of the Market" which can give your community a sense of ownership of the market and also it establishes an additional group of people willing to help on a regular basis with different aspects of running the market.

### 8.2 Constitution

A constitution will set out the aims and rules by which your market is governed, defining what it is going to do and how it is going to do it. It is important that your market is democratic and accountable, with clear procedures for decisions.

It is sometimes useful to consider constitutions put together by other organisations and samples can be found on the Government website - Community Interest Companies: Model Constitutions at <https://www.gov.uk/government/publications/community-interest-companies-constitutions>.

A typical constitution will cover the following areas:

- Name of organisation
- Aims
- Members
- Equal Opportunities
- Committee and officers
- AGM and other meetings
- Rules and procedure
- Finances
- Changes to the constitution
- Dissolution



### 8.3 Avoiding problems

In any new group there is an initial burst of enthusiasm to get things going but here are a few things to look out for should problems start to arise.

#### Too small a group

It is often the case when starting out on a new project that a few dedicated people will come together to achieve the aims set out to make it happen and market committees are no exception. By welcoming new people to the group you are less likely to have a committee that gets burnt out or worse, find holes in the organisation that are hard to fill at short notice.

#### Ineffective meetings

One of the biggest reasons for people leaving a group are meetings that waste precious time and achieve little. Large groups of people all wanting a voice do little for progress, so while you do not want your committee to be so small that you are vulnerable to burn out, you also need to be mindful of people actually having a role to play.

## 9 Progress

When all the hard work of setting up your market is over, it is paramount that on-going monitoring and evaluation procedures are put into place to ensure the continued viability of the project.

In order for your market to be successful in the long-term you will need to check on the health, vitality and resilience of the operation. Finances will play a part but you will also need to determine

that your market is providing social value.

This final Chapter will look at how you monitor and evaluate the various aspects of your market. You need to perform regular audits on your customers, traders and volunteers to ensure they are satisfied and in assessing them, you can then be prepared to make provisions for anything that may have been overlooked in the planning stages.

## 9.1 Monitoring and evaluation

The existence of a database of customers and traders will automatically give you access to a great deal of information that will help to inform your organisation, providing adequate questions are asked in the application stages.

For customers it is useful to know where they live, their age, whether they have families and, depending on how sophisticated your systems are, even what they spend at the market.

Attracting investors and funders may be needed by your market in the future to further your work and, in order to generate investor confidence, the market will have to demonstrate measurable yardsticks.

## 9.2 Sustainability

The sustainability of your market will be dependent on your bottom line financially, socially and environmentally.

It may be that to achieve sustainability the market will need to look at delivering additional services to the community that can leverage external funding, such as promotional activities around health and local food or deliver training courses.

You may also need to look at the needs of your staff, volunteers and other members of the community to ensure that they are adequately trained to take the market further. Continuing professional development will need to be one of the goals you set yourself in order for the market to progress.

However, the decision is taken to progress your market. The processes involved will need to have monitoring and evaluation embedded in the model with consideration made to the following:

### Economic

- Are there enough traders?
- Are there enough customers?
- Do key staff and customers get expenses covered?
- Does the market encourage entrepreneurship in the area and support SME's?
- Does money for licences, insurance and marketing activity get covered?

### Social

- Are your traders happy?
- Are the customers happy?

- Are staff and volunteers happy?
- Does the community benefit from the presence of the market?

### Environmental

- Are the products social, local or ethical?
- Is recycling encouraged at the market?
- Do the products on sale make minimal impact on the earth's resources?



This is the end of the Toolkit. We hope you have found it helpful.

To access the range of tools that accompany this Toolkit, please go to the NABMA website: <http://www.nabma.com/start-up-toolkit>

